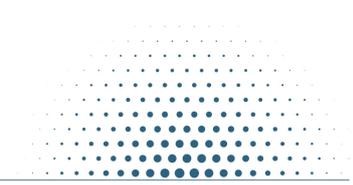
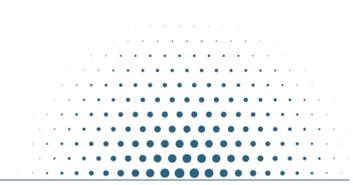


MITCHELL SHIRE COUNCIL BUDGET 2020–2021

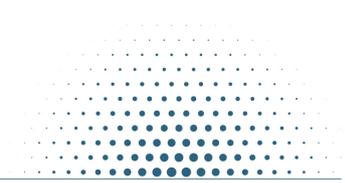


BUDGET 2020–2021.
Mitchell Shire Council





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Mayor's Message

In presenting the Mitchell Shire Council's 2020-2021 Budget - the final budget of this Council's four-year term – it reflects both the challenges and opportunities of Victoria's fastest growing shire.

As our population drives past 52,225 people, we have a fine balancing act to bring about the best possible results for a rapidly growing community. We also have had to remain flexible and adaptive in the face of the COVID-19 pandemic.

Our final budget will focus on operating efficiently and effectively through COVID-19 recovery and beyond this unprecedented year.

This budget details both the financial and non-financial resources required over the next year to continue to deliver and expand on the wide range of valued services Council provides to our community and to deliver on the commitments in the Council Plan and other plans that have been the subject of community consultation and adopted by Council.

It also includes details of proposed capital expenditure allocations to provide new, improved and renewed infrastructure, buildings, and operational assets. With our growth we continue to rely heavily on grant opportunities to support our needs as well as advocacy to attract more services, infrastructure and investment into our community.

Council is expecting to obtain \$9.18M in grants to support capital projects in 2020-2021. These funds are critical in delivering improved kinder services, road improvements, enhanced recreation and open spaces, plus more key projects. For a full listing please see the Capital Program commencing on page 47.

Council remain committed to delivering for our current and future communities

We are committed to delivering and expanding services, programs and assets for the long-term benefit of the entire Mitchell Shire community that we serve.

We continue to focus on:

- operating efficiently and effectively;
- planning for and providing expanding and existing services, facilities, and infrastructure to meet the varying needs of our diverse and growing community in both urban and rural areas; and
- engaging with our existing community to help us focus on what's important, agreeing on service levels, and continuing to implement the actions in the four-year Council Plan.

Our service planning and improved asset knowledge is critical in directing our decision- making.

Our commitment to long term financial sustainability

Over our four years our long-term financial sustainability has improved, however we remain vigilant and totally committed to prudent and responsible financial management.

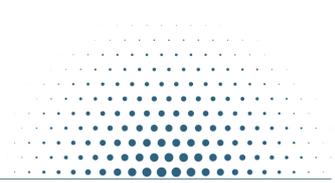
Our adjusted underlying result is forecast to remain in surplus, and our working capital is adequate. Debt ratios are at acceptable levels and in line with Council's endorsed Borrowings Policy. Our immediate focus has been to ensure our unrestricted cash remains at a suitable level.

Balancing services and infrastructure

Council seeks to balance a range of competing factors due to limited revenue sources combined with our growing community. There is a need to deliver expanding services and programs which our community highly values, the necessity to upgrade current infrastructure and the requirement

BUDGET 2020–2021.

Mitchell Shire Council



to build new infrastructure to meet existing and future community needs. It is a challenge; however, the fact that more and more people want to call Mitchell home means we will continue to advocate strongly for external funding to assist in the timely delivery of services and infrastructure.

Continued commitment to community consultation

Our community has assisted greatly in setting our Budget. At the end of 2019, Council consulted widely with our community on budget ideas and the opportunity for community to allocate funds through a budget simulator. This resulted in over 200 engaged community members. This was a great result and the information has been used by Council when drafting and prioritising the 2020-2021 Budget and Strategic Resource Plan to ensure the Council was prioritising with community expectations.

Budget influences

The key external influences underpinning the 2020-2021 Budget include:

- a rate increase of 2.00% in line with the State Government's rate cap,
- service adjustments in response to COVID-19,
- continued operational grants and once off grants to invest in capital, and
- population growth which requires investment in the expansion of services and the provision of new infrastructure.

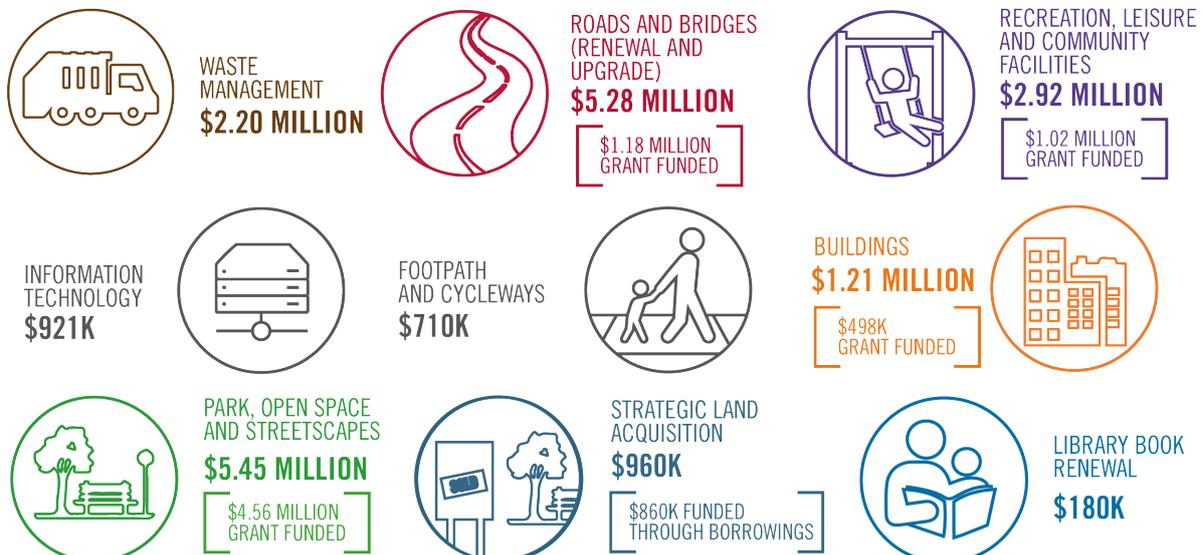
The key internal budget influences are:

- continuing to maintain a strong financial position with a positive adjusted underlying result, and maintaining appropriate working capital;
- ensuring resources are prioritised and directed to areas of high community value and need; and
- balancing the need to renew ageing infrastructure with the need to deliver new infrastructure across our rural, urban and growth communities.

Infrastructure investment for our community

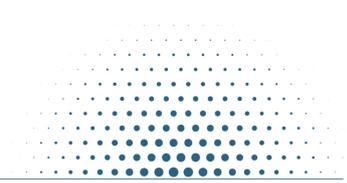
Council are proposing a capital works program of \$23.63M, in addition to an expected \$16.41M carry forward works which provides a total program of \$40.04M. This capital works program is funded by Council cash, grants, and limited borrowings.

Highlights of the capital works program, excluding carry forward works, for 2020-2021 (see section 4.4 for further details), funded by Council in partnership with State and Commonwealth grants include:



BUDGET 2020–2021.

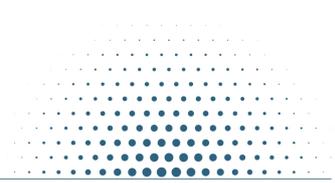
Mitchell Shire Council



As part of the capital program, Council is continuing to focus on roads assets as well as new footpaths to reduce our missing links. There are many more programs and projects that can be seen in the detailed program in Section 4.4.

Our 2020-2021 Budget represents our continued commitment to our growing community while managing our finances in a prudent and responsible manner. We continue to deliver an increasing number of services efficiently and effectively with a sustained focus on continuous improvement.

Cr David Lowe
Mayor



Acting Chief Executive Officer's summary

Our 2020-2021 Budget is reflective of balancing, maintaining and expanding services and infrastructure across the State's fastest growing municipality, while meeting the State Government's mandated 2.00% rate cap.

This means Council staff have taken a disciplined approach in supporting Councillors in developing a budget that is focused on growth, as well as the needs of our community which has been raised across numerous engagement sessions at the end of 2019. Importantly this budget is aligned to the themes and directions of the 2017-2021 Council Plan which was developed in line with community input and consultation.

There have been some additional challenges in preparing the budget, with the pandemic having changed the economic landscape of the country. However, the organisation has been agile responding in a sound financial manner and supporting the community, including our valued business sector through the crisis. We will remain vigilant in understanding the impacts on the Shire and adjust accordingly.

Our Shire is one that we take great pride in its people and place and our budget aims to balance current needs as well as planning for a significant growth cycle.

Population growth is evident in our revenue and expenditure forecasts as we continue to support our growing community. Even through the COVID-19 challenges, Council is containing costs and maintaining an adjusted underlying surplus through a combination of growth in revenue, service planning, collaboration and advocacy to funding partners.

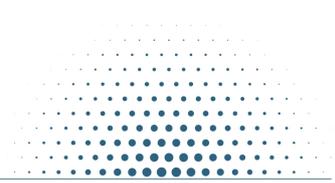
The 2020-2021 Budget projects a surplus of \$26.37M; however, it should be noted that the adjusted underlying result is a surplus of \$1.60M after adjusting for capital grants and contributions (cash and assets). Annual results are often impacted by the timing of external grants, such as the Financial Assistance Grant allocation. This result illustrates the continued hard work, discipline and commitment of Council and staff to improve both the services available to the community and financial sustainability.

The 2020-2021 Budget includes:

- Ongoing delivery of services to the Mitchell Shire community, funded by a budget of \$97.32M, summarised in section 2,
- Continued and (overall) increased investment in community assets (\$34.54M) including buildings (\$1.30M); roads (\$12.55M); footpaths and cycleways (\$1.76M); bridges (\$0.87M); drainage (\$0.12M); recreational, leisure and community facilities (\$4.18M); waste management (\$7.33M); parks, open space and streetscapes (\$6.23M); and other capital (\$0.20M). Capital works detail can be found in section 3 (statement of capital works) and section 4.4, and
- Continued initiatives supporting the Council and community's objectives as expressed in the Council Plan.

Mitchell Shire Council continues to:

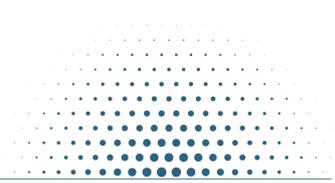
- operate efficiently and effectively;
- provide services, facilities, and infrastructure to meet the current and future needs of our rural, urban, and new communities;
- intensively plan and deliver for the future;
- engage with our community to help define core services and develop service levels which will define our asset needs;



- drive change in partnership with the community by nurturing an engaged, motivated and efficient workforce;
- successfully advocate to other levels of government on the needs of the community;
- collaborate with other municipalities to secure better rates and contracts;
- work in partnership with all sectors, including business, not for profit, and government, to maximise and support shared resource benefits and investment in the municipality; and
- be innovative, as was demonstrated in our response to service delivery during the COVID-19 pandemic.

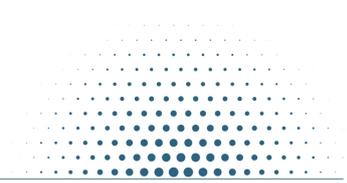
Initiatives linked to strategic objectives are as follows:

- Advocacy
 - Plan for integrated community infrastructure for current and future communities
 - Development of a Social and Affordable Housing Strategy
 - Development of a Gambling Impacts Policy
- Community Participation
 - Supporting and enhancing Council's brand and reputation through traditional and digital media
 - Growing and enhancing Council's digital footprint
 - Engaging community in decisions that impact on their liveability
 - Continued advocacy on mental health, family violence and road infrastructure
- Responsible Planning
 - Improved workflow and management of new subdivision asset data
 - Review of Council's Geographical Information System service to ensure it is sufficiently robust and resourced to manage the capture and use of data
 - Undertake programmed condition audits of Council's infrastructure assets to ensure their appropriate life cycle management and the development of targeted asset renewal programs
- Strong Communities
 - Roll out of the “School Readiness” program which is focused on building the capacity of kindergarten teams in supporting children and families in the areas of wellbeing, communication, access and inclusion
 - Staged roll out of 3-year-old kindergarten program
 - Refresh of the Social Justice Framework and Municipal Health and Wellbeing Plan
 - Emphasis on greater promotion of library and customer service functions through improved social media, surveys, flyers, posters and author talks
 - Continuation of free entry to the outdoor pools
 - Continuation of online delivery of exercise classes as well as library reading time
 - Proactive investigation of properties within the Shire to ensure valid registration of animals
 - Continued focus on responsible parking and compliance with Asset Protection
 - Apprenticeship opportunities in order to engage and support the Shire
 - Focus on maintaining township beautification with the increased pressure of population growth
 - Focus on extending longevity and reducing on-going maintenance of garden beds using new mulching solutions
 - Continuation of the maternal and child health sleep and settling program



- Additional resource to meet needs and expectations for strategic service planning, providing specialist input into Precinct Structure Plans and Infrastructure Contribution Plans and their implementation.
- Review of Mitchell Open Space Strategy to reflect significant changes to population projections, identified service gaps and southern Mitchell being within the Urban Growth Boundary
- Development of park master plans to inform future capital improvement programs
- Audit of community halls to inform future capital improvement programs
- Activation of Greater Beveridge Community Centre as a drop-in youth centre, as well as expanded programs for the broader community
- Implementation of the Life Stages Strategic Plan
- Delivery of the Healthy Alternatives for Young People program
- Supporting Local Jobs and Quality Investment
 - Development of a new Economic Development Strategy
 - Implementation of the four-year Tourism Plan
 - Implementation of the Small Business Friendly Charter
- Financial and Organisational Management
 - Reconciliation of Council's land information
 - Continued rollout of service planning in line with Council's Service Planning Policy
 - Implementation of cloud-based services that both increase mobility of staff and improve business continuity
 - Revision and implementation of the Information and Communication Technology Strategy
 - Workforce and succession planning
 - Corporate health and wellbeing programs
 - Review and testing of emergency management processes including business continuity
 - Internal training and learning solutions to ensure organisational compliance to legislative requirements
- Caring for Our Environment
 - Detailed roadside conservation surveys to inform future management in accordance with the Mitchell Shire Rural Roadside Environmental Management Plan
 - Review of the Environment Strategy
 - Development and implementation of the year one action plan linked to the Mitchell Shire Council Environmental Policy
 - Finalisation of Environmental Reserve Management Plans to guide future management
 - Tree canopy mapping in accordance with Council's commitment to the Resilient Melbourne Urban Forest Policy
 - Continued implementation of Waste Management Strategy
 - Increase community awareness and education on waste and resource recovery through the implementation of the Southern Goulburn Valley Waste and Resource Recovery Education Strategy

Key statistical information is provided below comparing the adopted 2019-2020 Budget to the 2020-2021 Budget. Detailed information is contained in section 4.



	Budget 2019-2020 \$'000	Draft Budget 2020-2021 \$'000
Total Revenue	93,104	97,324
Total Expenditure	65,718	70,950
Accounting Operating Result	27,386	26,374
Adjusted Underlying Operating Result*	4,455	1,601
Capital Works Expenditure	35,302	40,044

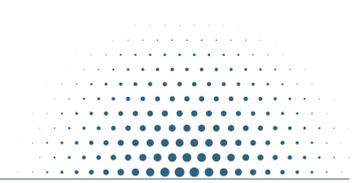
*Underlying operating result is an important measure of financial sustainability as it excludes income, which is to be used for capital, from being allocated to cover operating expenses.

The Budget has been developed to the mandated State Government rate cap of 2.00%. However, ratepayers may not see a 2.00% increase on their notices due to legislated annual property revaluations and other charges that may be applicable. See Section 4.1.1 for further information.

We will continue to investigate and explore our investment in services and infrastructure to ensure it is achieving desired outcomes and remain vigilant in the provision of value to the community. Further detail in relation to the cost of Council’s services can be found in section 2 of this document.

This budget is collaborative, and we thank the community for their input and guidance. It has been an extensive budget process and one which ensures Council remains on the path to a sustainable future. Council’s finances are closely monitored and managed for the benefit of current and future communities. More detailed budget information is available throughout this document.

Mary Agostino
Acting Chief Executive Officer



Budget influences

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

External influences

This section explains Council's approach to maintaining its financial sustainability in both the short and longer-term. This involves the management of short-term budget influences within the context of longer-term challenges.

Financial sustainability is a key challenge for all governments. In particular, balancing asset management requirements against increasing community service needs.

Council manages its finances through an annual budget, which identifies the expected revenue and expenditure for each year. The Budget is the means by which Council makes a formal commitment to provide funding for services and projects.

A medium-term (four-year) perspective is provided by the Strategic Resource Plan (SRP), which forms part of the Council Plan. This provides a forecast of revenues and expenditures based on a series of assumptions. It identifies the resources necessary to implement the Council Plan.

The four years represented in the SRP are 2020-2021 through to 2023-2024. In preparing the proposed 2020-2021 Budget, a number of external influences have been taken into consideration. These are outlined below:

- **Location** – Strategically located just 40 kilometres north of Melbourne, Mitchell Shire is one of Victoria's fastest growing outer metropolitan municipalities. As an interface growth area, Mitchell offers a mix of rural and urban living with affordable housing and a diversity of lifestyle and housing choices. It exhibits characteristics of an outer metropolitan growth area as well as a rural/regional municipality, to the extent it is unique in Victorian local government. This uniqueness brings with it many opportunities and challenges.

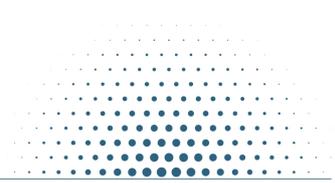
Mitchell Shire has a high commuter workforce and our community relies heavily on regional rail and road networks to travel to and from work and for day to day community activities and access to services outside of the municipality.

Our rolling foothills, open farmland, mountain ranges, rivers and creeks are key attributes of our landscape amenity. This also means parts of our municipality are subject to natural disasters such as fires, storms and floods.

Mitchell Shire covers an area of 2,864 square kilometres and is one of the largest geographic municipalities in Victoria. The Shire incorporates the townships of Beveridge, Broadford, Heathcote Junction, Kilmore, Puckapunyal, Pyalong, Reedy Creek, Seymour, Tallarook, Tooborac, Wallan and Wandong as well as extensive rural areas.

Mitchell shares boundaries with Hume and Whittlesea to the south, Macedon Ranges, Mount Alexander and Greater Bendigo to the west, Strathbogie to the north and Murrindindi to the east.

- **Population growth** – Mitchell Shire is the fastest growing local government in Victoria and has an estimated population of 52,225 in 2020. In the next 25-30 years we expect that 270,000 people will call Mitchell home. Many of these will be families with young children and teenagers. It is anticipated that most of this growth will occur in and around the townships of Beveridge, Kilmore, Broadford, Seymour, and Wallan.



In preparing the capital works program, Council continues to balance asset renewal against upgrading and building new infrastructure to meet the needs of our growing community. In doing so, Council considers the projected future increase in population and the demographics within that population. Generally, a conservative approach is adopted in forecasting revenue from population growth.

- **Superannuation** – Council has an ongoing obligation to fund any investment shortfalls in the Defined Benefits Scheme. The last call on Local Government was in the 2012-2013 financial year where Mitchell was required to pay \$2.60M to top up its share of the Defined Benefits Scheme. The amount and timing of any liability is dependent on the global investment market. At present the actuarial ratios are at a level that additional calls from Local Government are not expected in the next 12 months.
- **Federal Assistance Grants** – The largest source of government funding to Council is through the annual Victorian Grants Commission allocation. The overall state allocation is determined by the Federal Financial Assistance Grants. Council continues to advocate for increased funding to support services and road infrastructure.
- **Capital Grant Funding** – Capital grant opportunities arise continually; some grants have been forecast where there is a high probability of success. Other successful grants are adjusted throughout the year when identified as successful. Council continues to rely heavily on external grant funding.
- **Cost Shifting** – This occurs where Local Government provides a service to the community on behalf of the State and Federal Government. Over time, the funds received by Local Governments' does not increase in line with real cost increases, such as school crossing or library services, resulting in a further reliance on rate revenue to meet service delivery expectations.

Cost shifting remains a real concern for local government. As other tiers of government change or implement new legislation it creates a need for Council to allocate resources accordingly, this can mean a real impact is felt at a local level. For instance, a well-intentioned change at state government level in pre-school regulations can have profound impacts on local government. Together with restrictions on revenue raising, the change or shift of service or reporting responsibilities onto local government without adequate funding places additional strain on Council finances and staffing resources.

- **Enterprise Agreement (EA)** – Council is currently in the process of negotiating and developing a new EA, which will take effect from 1 July 2020. Due to this, assumptions have been used in the budget for wage increases for 2020-2021 and onwards and will be adjusted as required following agreement and implementation.
- **Rate Capping** – The Victorian State Government continued with a cap on rate increases. The cap for 2020-2021 has been set at 2.00%.
- **Supplementary Rates** – Supplementary rates are additional rates received after the budget is adopted each year, for the part of the year when a property increases in value (e.g. due to improvements made or change in land class), or new properties become assessable. Importantly, supplementary rates recognises that new residents require services on the day they move into the Shire and Council is committed to providing these. Supplementary rates income is based on historical and forecast data and is set at anticipated levels.
- **Waste Disposal Costs** – The Environmental Protection Agency (EPA) regulation has a sustained impact on Council with regards to compliance with existing and past landfill sites. Waste disposal costs are also impacted by industry changes such as increasing EPA landfill levies and negotiation of contracts e.g. recycling sorting and acceptance.



- **Development Contributions** – The rate of growth and flow of development contributions income depends on land sales and the desire of developers to construct new developments within the municipality. A change in this could result in a slowdown of new lot development resulting in delays in monetary contributions received by Council.
- **Coronavirus (COVID-19)** – COVID-19 has presented a fast-evolving significant challenge to businesses, households and the economy worldwide. Mitchell Shire has acted decisively in the interest of keeping our community, residents and workforce safe.

Incorporated into the 2020-2021 budget are estimated financial and non-financial impacts of reacting and dealing with COVID-19. As the effects are rapidly changing, Council will utilise the quarterly budget reporting to address further changes.

Internal influences

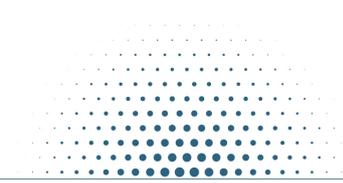
As well as external influences, there are a number of internal influences which are expected to impact on the 2020-2021 Budget. These include:

- **Adjusted Underlying Result** – Council remained dedicated to maintaining an adjusted underlying surplus. This has been achieved whilst working within the rate cap. Community growth has seen an increase to revenue in excess to operational costs. This ensures we are able to invest in our assets and maintain appropriate unrestricted cash to cover all trusts, reserves, working capital and current liabilities.
- **Cash** – Council has built cash holdings to an appropriate and sustainable level and will remain conscious of holding adequate funds to cover reserves, trusts and working capital. This in turn generates additional interest revenue to the benefit of the community.
- **Working Capital** – Council requires a certain level of cash to be able to meet its daily obligations (working capital) in times of low income and high expenditure. 2020-2021 cash levels are adequate ensuring Council covers short-term obligations.
- **Service Planning** – A rolling service planning program is continuing to ensure that Council continuously review and prioritise its services, including planning and delivery, and taking community needs and priorities into account.
- **Shire Demographics** – Pockets of the Shire include some lower socio-economic demographics reflecting disadvantaged communities requiring higher levels of support and services.

Budget principles

The key budget principles upon which the budget has been developed include the following:

- Fees and charges reviewed for appropriateness annually. The review considers the cost of the service, the price charged by comparable service providers (where applicable) and the extent to which Council is prepared to provide the service at less than full cost recovery;
- Grants to be based on expected funding levels and timing of grant delivery. It is recognised that project changes may be required throughout the year as further grant opportunities become available or where grants are unsuccessful;
- Real savings in expenditure and increases in revenue identified in 2019-2020 to be preserved;
- Operating revenues and expenses arising from completed 2019-2020 capital projects to be included; and
- Council's financial position and performance to be within or better than acceptable KPI ranges.



Budget Reports

The following section includes all statutory disclosures of information and includes the following in accordance with the *Victorian Local Government Act 1989* and the Victorian Local Government Model Budget.

- 1 Links to Council Plan
- 2 Services, initiatives and service performance indicators
- 3 Financial statements
- 4 Notes to the financial statements
- 5 Financial performance indicators

1. Links to the Council Plan

This section describes how the Annual Budget links to the Council Plan within an overall strategic planning framework. This framework guides the Council in identifying community needs and aspirations over the long (Community Plan), medium (Council Plan) and short term (Annual Budget) and then in holding itself accountable (Audited Statements).

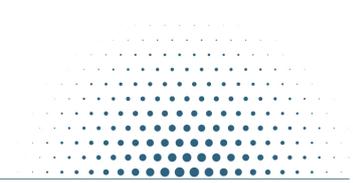
1.1 Strategic planning and accountability framework

The Strategic Resource Plan (SRP), which is included in the Council Plan, is a rolling four-year plan outlining the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The Annual Budget is framed within the SRP and specifies how Council will resource the delivery of services and initiatives on a year-by-year basis in order to achieve its Strategic Objectives. The diagram below depicts the planning and accountability framework that applies to local government in Victoria. At each stage of the planning and reporting cycle there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to residents and ratepayers.



Source: Department of the Environment, Land, Water & Planning

The Council Plan, including the SRP, is required to be completed by 30 June following a general election and is reviewed each year prior to the Annual Budget process.



1.2 Our purpose

Our vision

Together with the community, creating a sustainable future

Our mission

Working with our communities to build a great quality of life

Mitchell Shire Council

- > is committed to providing good governance and compassionate leadership;
- > is committed to supporting our diverse community;
- > values community involvement and vigour, and diversity of opinion;
- > recognises the commitment of our staff;
- > protects and enhances our natural environment;
- > plans for and promotes our future; and
- > promotes economic development within our municipality.

Organisational Values



Working Together

- > Teams work together to get the job done
- > Leaders guide and inspire



Respect

- > People respect and help each other to succeed
- > Staff are appreciated and valued
- > Success is celebrated



Customer Service Excellence

- > Customers experience exceptional service
- > Customers and staff are treated with dignity and respect
- > We do what we say we're going to do



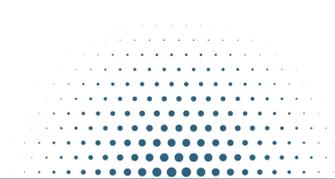
Accountability

- > Every person is accountable for the success of One Mitchell... 'It starts with me!'
- > A strong sense of dedication and pride
- > A strong sense of community and belonging



Continuous Improvement

- > Look for ways to improve the ways we work
- > Develop staff to be the best that we can be



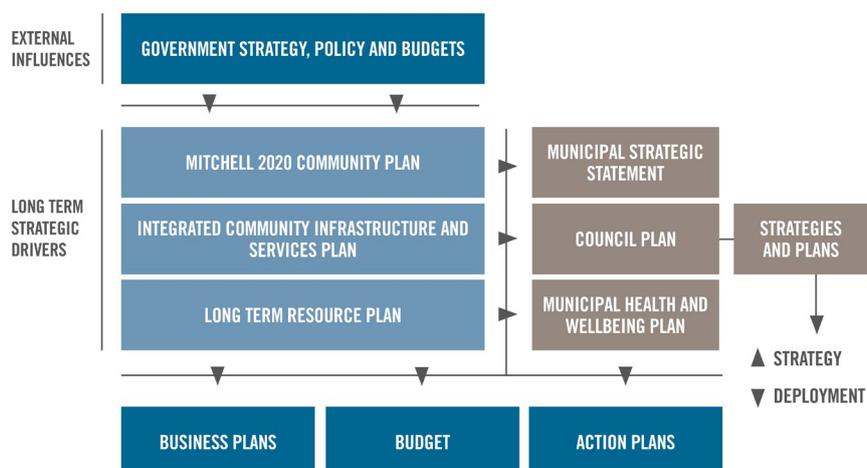
1.3 Strategic objectives

Council delivers services and initiatives under 30 major service categories. Each contributes to the achievement of one of seven Strategic Objectives in the Council Plan 2017-2021, which are listed below.

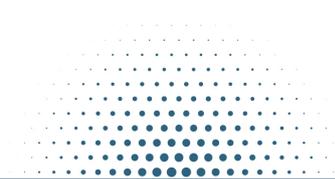
Strategic Objective	Description
 1. Advocacy	To relentlessly advocate for funding to benefit our community
 2. Community participation	To actively explore all opportunities for community involvement and participation in Council decisions
 3. Responsible Planning	To demand best practice outcomes when planning for future growth
 4. Strong communities	To build and nurture strong and vibrant communities where people are proud to live
 5. Supporting local jobs and quality investment	To identify, encourage, and actively promote investment, business, and tourism
 6. Financial and organisational management	To be leaders in financial and organisational management
 7. Caring for our environment	To be responsible custodians, by managing and enhancing our environment, minimising the impacts of development, waste, natural disasters, and climate change

2. Services, initiatives and service performance indicators

This section describes the services and initiatives to be funded in the Budget for the 2020-2021 year and explains how these will contribute to achieving the Strategic Objectives specified in the Council Plan. It also includes service performance indicators which are linked to the performance indicators within the Local Government Performance Reporting Framework. The SRP is part of and prepared in conjunction with the Council Plan. The relationship between these components and the Annual Report, is shown below.



A significant effort is made each year to ensure that the annual Budget and the Strategic Resource Plan (SRP) keep Council on a path to an affordable and sustainable future.



2.1 Strategic Objective 1: Advocacy

To achieve our objective of Advocacy, over the period of the current Council Plan we will:

- establish an advocacy strategy that includes key priorities, and clear roles and responsibilities;
- establish and maintain local and regional partnerships to secure funding and policy commitments; and
- support and collaborate with local groups and organisations to access potential funding and identify joint advocacy priorities.

The services and initiatives for each business area are described below.

Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Social Policy and Partnerships	This service ensures local and regional partnerships are maintained to assist with securing funding and policy commitments, as well as supporting and collaborating with local groups and organisations to access potential funding and to identify joint advocacy priorities.	Exp	219	550	533
		Rev	(135)	0	0
		Net	84	550	533

Initiatives funded within the Budget	
	Plan for integrated community infrastructure for current and future community needs (Integrated Community and Infrastructure Plan ICSIP)
	Development of a Social and Affordable Housing Policy and Strategy
Social Policy and Partnerships	Development of an Advocacy Policy
	Development of a Gambling Impacts Policy
	Advocating for early delivery of services and infrastructure particular in growth areas

2.2 Strategic Objective 2: Community Participation

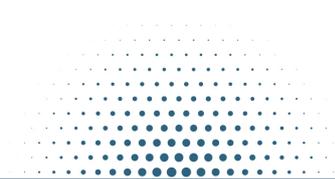
To achieve our objective of Community Participation, over the period of the current Council Plan we will:

- review and improve our community engagement framework;
- simplify ways the community can engage with Council and access information; and
- provide opportunities for inclusive participation across the Shire.

The services and initiatives for each business area are described below.

Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Communications	This service oversees all public communications activities associated with Council.	Exp	613	778	889
		Rev	0	0	0
		Net	613	778	889

Initiatives funded within the Budget	
	Supporting and enhancing Council's brand and reputation through traditional and digital media
Communications	Leading signage consultation and assisting with design
	Growing and enhancing Council's digital footprint



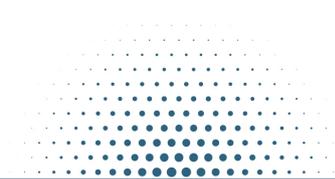
2.3 Strategic Objective 3: Responsible Planning

To achieve our objective of Responsible Planning, over the period of the current Council Plan we will:

- plan for growth and change through best practice design of services, infrastructure, open space, and recreation facilities;
- plan for a diversity of housing and households;
- prioritise environmental and sustainability outcomes in planning decisions;
- review heritage values and support community in protecting and enhancing local natural and built heritage;
- improve planning processes to ensure user-friendly and timely planning processes and high-quality decisions;
- employ best practice planning tools to achieve desired outcomes;
- improve the liveability of Mitchell Shire;
- support safe communities through best practice design and planning standards;
- improve the accessibility and connectivity of pedestrian and cycle paths within and between our towns; and
- protect and enhance local ambience, amenity, and character.

The services, initiatives, and service performance indicators for each business area are described below.

Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Engineering and Major Projects	This service is responsible for the coordination, monitoring, reporting and delivery of Council's annual capital works program.	Exp	1,040	1,159	1,327
		Rev	(20)	(53)	0
		Net	1,020	1,106	1,327
Asset and Property Services	This service is responsible for the maintenance of data relating to the economic lifecycle of all Council owned infrastructure assets, and the management of Council owned properties.	Exp	918	1,226	1,355
		Rev	(186)	(174)	(193)
		Net	732	1,052	1,162
Facility Maintenance	This service is responsible for ensuring Council's buildings and facilities remain safe and fit for occupation, and that ongoing regulatory building compliance is achieved.	Exp	823	1,025	1,411
		Rev	(7)	0	0
		Net	816	1,025	1,411
Strategic Planning	This service delivers positive land use planning outcomes for current and future generations as well as an environmentally healthy and sustainable Council. It is also responsible for Growth Area Planning.	Exp	1,245	1,813	1,782
		Rev	(341)	(85)	(35)
		Net	904	1,728	1,747
Statutory Planning	This service processes statutory planning applications, building approvals and also provides control and compliance under the relevant legislation.	Exp	1,608	1,925	2,082
		Rev	(1,177)	(1,147)	(1,009)
		Net	431	778	1,073
Infrastructure Development	This service is responsible for ensuring infrastructure assets constructed as part of new developments are fit for purpose and constructed to Council's standards.	Exp	798	963	1,025
		Rev	(975)	(983)	(928)
		Net	(177)	(20)	97
Initiatives funded within the Budget					
	Improved workflow and management of new subdivision asset data				
Asset and Property Services	Review of Council's Geographical Information System service to ensure it is sufficiently robust and resourced to manage the capture of data				
	Structural audit of swimming pools to determine the remaining useful life of the existing pool shells, to inform a long-term strategic plan to manage the delivery of aquatic services in Mitchell Shire				
	Undertake programmed condition audits of Council's infrastructure assets to ensure their appropriate life cycle management and the development of targeted asset renewal programs				
	Preparation of Beveridge Framework Plan				
Strategic Planning	Review of Hidden Valley Framework				
	Masterplan and subdivision design review				
Capital Initiatives - see section 4.4.2 for a detailed listing of proposed works					
Engineering and Major Projects	- Footpath Missing Links Program \$410K				
	- Bridge Renewal Program \$400K				
	- Footpath Renewal Program \$300K				
	- Kerb Renewal Program \$300K				



Performance Indicator			
Service	Indicator	Performance Measure	Computation
Statutory Planning	Decision making	Council planning decisions upheld at VCAT (Percentage of planning application decisions subject to review by VCAT and that were upheld in favour of Council)	[Number of VCAT decisions that upheld Council's decision in relation to a planning application / Number of decisions in relation to planning applications subject to review by VCAT] x100

2.4 Strategic Objective 4: Strong Communities

To achieve our objective of Strong Communities, over the period of the current Council Plan we will:

- promote a safe and secure environment throughout the Shire;
- empower our volunteer community;
- establish and maintain high quality roads, footpaths, parks, recreation facilities, streetscapes, bike paths, and public open spaces;
- work with government and local partners to facilitate improved community wellbeing;
- provide opportunities to build strong and resilient citizens for current and future generations; and
- provide adaptable community infrastructure and participation opportunities for all ages, cultures, and abilities.

The services, initiatives, and service performance indicators for each business area are described below.

Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Children's Services	This service is responsible for the management of eight licensed kindergartens, providing high quality education that enhances the health and wellbeing of children and families within the community.	Exp	2,870	2,920	2,943
		Rev	(2,474)	(2,734)	(2,373)
		Net	396	186	570
Community Development, Positive Ageing and Social Justice	This service works in partnership with residents, community groups, organisations and government agencies to build an active, vibrant, healthy and socially connected community. This is achieved through targeted program and service delivery, social planning and policy. This service also coordinates community festivals and events across the Shire.	Exp	973	1,051	927
		Rev	(411)	(326)	(289)
		Net	562	725	638
Customer and Library Services	This service delivers four integrated libraries and customer service centres, and limited library services at Greater Beveridge Community Centre. It also provides internal and outreach programs for children, youth, adults, primary and secondary schools, community groups and aged care facilities. The Kilmore Library provides an extended service that includes VicRoads, VLine, Mining Rights and Proof of Age services.	Exp	2,034	2,478	2,341
		Rev	(447)	(430)	(409)
		Net	1,587	2,048	1,932
Leisure Centres	This service manages six leisure facilities - three outdoor seasonal pools, two indoor aquatic and fitness centres and the Wallan Adventure Playground which incorporates a splashpark. This service also offers programs and services outside these facilities.	Exp	4,144	4,765	4,229
		Rev	(2,098)	(2,615)	(2,103)
		Net	2,046	2,150	2,126
Local Laws	This service is an educational and enforcement team responsible for animal management, parking management, asset protection, local laws and environmental health service across the Shire.	Exp	2,131	2,242	2,297
		Rev	(1,496)	(1,630)	(1,429)
		Net	635	612	868
Operations	This service is responsible for the maintenance of the Shire's infrastructure assets. It includes roads, footpaths, bridges, drainage, street furniture and depreciation. It also manages Council's plant and vehicle fleet.	Exp	14,909	15,111	14,904
		Rev	(4,729)	(3,498)	(2,313)
		Net	10,180	11,613	12,591
Parks and Gardens	This service is responsible for maintaining parks and gardens, playgrounds and sportsfields and managing arboriculture, and roadside fire prevention.	Exp	3,150	3,561	3,958
		Rev	(6)	(5)	(6)
		Net	3,144	3,556	3,952

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Business area	Description of services provided		2018-2019 Actual \$'000	2019-2020 Forecast \$'000	2020-2021 Budget \$'000
Public Health	This service incorporates Immunisations, Supported Playgroups, an Aboriginal Maternal and Child Health initiative, and eight Maternal and Child Health centres across the shire. This service has an emphasis on prevention, health promotion, early detection, and intervention as required.	Exp	1,526	1,893	1,836
		Rev	(744)	(809)	(896)
		Net	782	1,084	940
Recreation and Open Space	This service directly manages a number of recreation facilities and sporting complexes in Mitchell Shire and is the liaison point between Council, recreation facility committees of management, clubs, and user groups. The service also undertakes future planning for recreation facilities and open space areas.	Exp	2,488	2,290	2,804
		Rev	(77)	(87)	(76)
		Net	2,411	2,203	2,728
School Crossing Supervisors	This service provides school crossing services across the municipality.	Exp	291	321	318
		Rev	(127)	(117)	(123)
		Net	164	204	195
Youth Services	This service provides support for young people. Key activities include policy formation, community development, referral, social education in response to emerging challenges and aspirations, participation programs, and skills development (such as leadership skills).	Exp	413	501	393
		Rev	(209)	(121)	(78)
		Net	204	380	315
Initiatives funded within the Budget					
	Increased wellbeing and clinical supervision focus				
Children's Services	Roll out of the "School Readiness" program which is focused on building the capacity of kindergarten teams in supporting children and families in the areas of wellbeing, communication, access and inclusion				
	Roll out of the 3-year-old kindergarten program				
Community Development, Positive Ageing and Social Justice	Increased focus on aged care programming, mapping and planning				
	Refresh of the Social Justice Framework and Municipal Health and Wellbeing Plan				
Customer and Library Services	Continued focus on expansion of library programs specifically to schools and under-represented groups including disadvantaged youth				
	Emphasis on greater promotion of library and customer service functions through improved social media, surveys, flyers, posters and author talks				
	Expansion of library resources, including STEM (science, technology, engineering and mathematics) subjects				
	Expansion of library services at Beveridge				
Leisure Centres	Continuation of free entry to the outdoor pools				
	Continuation of extended Leisure Centre operational hours (including weekends)				
Local Laws	Training of Local Laws Officers in line with the Domestic Animal Management Plan				
	Proactive investigation of properties within the Shire to ensure valid registration of animals				
	Continued focus on responsible parking and compliance with Asset Protection				
Parks and Gardens	Apprenticeship opportunities in order to engage and support the Shire				
	Focus on maintaining township beautification with the increased pressure of population growth				
Public Health	Focus on extending longevity and reducing on-going maintenance of garden beds using new mulching solutions				
	Continuation of the sleep and settling program				
	Additional resource to meet needs and expectations for strategic service planning, providing specialist input into Precinct Structure Plans and Infrastructure Contribution Plans and their implementation.				
	Review of Mitchell Open Space Strategy to reflect significant changes to population projections, identified service gaps and southern Mitchell being within the Urban Growth Boundary				
Recreation and Open Space	Development of park master plans to inform future capital improvement programs				
	Audit of community halls to inform future capital improvement programs				

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Initiatives funded within the Budget

	Activation of Greater Beveridge Community Centre as a drop-in youth centre
Youth Services	Implementation of the Life Stages Strategic Plan
	Delivery of the Healthy Alternatives for Young People program

Capital Initiatives - see section 4.4.2 for a detailed listing of proposed works

Children's Services	- Wandong Kindergarten and Maternal and Child Health Centre extension \$498K
Customer and Library Services	- Library Stock Renewal \$180K
Leisure Centres	- Outdoor Pool works \$184K - Seymour Sports and Aquatic Centre works \$68K
Operations	- Road Renewal Program \$4.50M
	- Sydney Street, Kilmore Rejuvenation - Bourke Street to Union Street \$2.48M - Activation of Taylors Creek Reserve, Wallan \$1.75M - Sydney Street, Kilmore Rejuvenation - Clarke Street to Union Street \$785K
Recreation and Open Space	- Activation of Broadford parks and playspaces \$670K - Greenhill Reserve, Wallan works \$616K - LB Davern Reserve, Wandong - Netball Court Enclosure \$545K - 300 Northern Highway, Wallan precinct design \$300K - Beveridge Recreational Space activation \$150K

Performance Indicators

Service	Indicator	Performance Measure	Computation
Animal Management	Health and safety	Animal management prosecutions	Number of successful animal management prosecutions
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities (The number of visits to pool facilities per head of municipal population)	[Number of visits to aquatic facilities / Municipal population]
Food safety	Health and safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	[Number of critical non-compliance notifications and major non-compliance notifications about a food premises followed up / Number of critical non-compliance notifications and major non-compliance notifications about food premises] x100
Libraries	Participation	Active library members (Percentage of the municipal population that are active library members)	[Number of active library members / municipal population] x100
	Satisfaction	Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.
Roads	Satisfaction	Satisfaction with unsealed local roads ¹	Community satisfaction with regards to importance of unsealed roads and how Council has performed on the condition of unsealed local roads.
		Participation in the MCH Service	[Number of children who attend the MCH service at least once (in the year) / Number of children enrolled in the MCH service] x100
Public Health	Participation	Participation in the MCH service by Aboriginal children (Percentage of Aboriginal children attending the MCH key ages and stages visits)	[Number of Aboriginal children who attend the MCH service at least once (in the year) / Number of Aboriginal children enrolled in the MCH service] x100

¹ This is a performance indicator as per the community satisfaction survey



2.5 Strategic Objective 5: Supporting Local Jobs and Quality Investment

To achieve our objective of Supporting Local Jobs and Quality Investment, over the period of the current Council Plan we will:

- facilitate a high level of civic pride in the presentation of public and private land in our towns and communities;
- foster economic growth through supporting new and existing businesses, industry, public sector investment, and events;
- provide support for existing businesses to connect and access opportunities to improve and grow their business;
- encourage local networks which support economic growth;
- support the development and enhancement of local tourist attractions; and
- promote our region and towns as a destination for tourists and visitors.

The services, initiatives, and service performance indicators for each business area are described below.

Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Economic Development and Tourism	This service is responsible for assisting Economic Development by supporting local businesses and tourism operators as well as regional tourism and marketing. The service also coordinates tourism and business support events, and operates the Seymour Visitor Information Centre.	Exp	698	1,275	1,009
		Rev	(97)	(167)	(31)
		Net	601	1,108	978

Initiatives funded within the Budget

Economic Development and Tourism	Development of a new Economic Development Strategy
Economic Development and Tourism	Implementation of the four-year Tourism Plan
Economic Development and Tourism	Implementation of the Small Business Friendly Charter

2.6 Strategic Objective 6: Financial and Organisational Management

To achieve our objective of Financial and Organisational Management, over the period of the current Council Plan we will:

- ensure Councillors and Council staff work together to deliver the best for the community;
- deliver high quality projects that benefit our community;
- ensure a customer-first approach for responsive service delivery and communications;
- develop and adopt policies and procedures that reflect responsible, transparent, and accountable management of Council finances;
- ensure appropriate and prioritised budgeting which meets the needs of our present and future communities;
- support and retain high quality Council staff;
- ensure a strong ethical culture that is intolerant of any form of corruption; and
- use technology to support and enhance communications and service delivery.

The services, initiatives, and service performance indicators for each business area are described below.

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Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Councillors and Chief Executive Officer support	This service includes the Mayor, Councillors, and the Chief Executive Officer and associated support which cannot be otherwise attributed to the direct service provision areas.	Exp	927	862	909
		Rev	0	0	0
		Net	927	862	909
Finance	This service is responsible for financial services such as financial accounting, management accounting, and accounts payable services. The costs include corporate expenses such as interest on borrowings, bad debt write off, and the payment of fire services levy charged on Council properties.	Exp	3,472	2,855	2,919
		Rev	(1,644)	(1,272)	(1,175)
		Net	1,828	1,583	1,744
Governance and Corporate Accountability	This service ensures that we meet our legislative responsibilities by providing an ethical basis for good governance which facilitates informed and transparent decision making.	Exp	603	803	962
		Rev	(11)	(21)	(57)
		Net	592	782	905
Information Services	This service is responsible for the management, maintenance and disposal of all corporate information according to government legislation, Council strategy, policy, established procedures, and business rules.	Exp	378	332	372
		Rev	0	0	0
		Net	378	332	372
Information Technology	This service delivers appropriate and cost effective technology, which supports Mitchell Shire Council and its employees in delivering services to the community.	Exp	2,956	3,561	3,829
		Rev	(8)	0	0
		Net	2,948	3,561	3,829
People and Culture	This service is responsible for human resources, organisational development, employee relations, corporate training, payroll and return to work.	Exp	967	1,158	1,286
		Rev	(2)	(1)	0
		Net	965	1,157	1,286
Risk, Insurance, and Occupational Health and Safety	This service ensures a safe workplace and good risk management processes; and to provide services with a fair and consistent application of legislation and processes to ensure that employees and community enjoy a safe and sustainable environment.	Exp	803	809	901
		Rev	(80)	(3)	0
		Net	723	806	901

Initiatives funded within the Budget

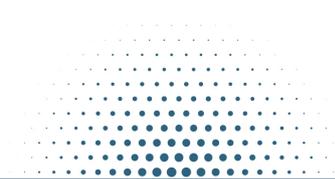
Finance	Reconciliation of Council's land information
Governance and Corporate Accountability	Continued rollout of service planning in line with Council's Service Planning Policy
	New Local Government Act change implementation (as required)
Information Services	Continued rollout of oMail across Council, specifically in relation to incoming electronic mail
	Rollout of AvePoint to replace exiting Electronic Document Management System
	Implementation of cloud-based services that both increase mobility of staff and improve business continuity
Information Technology	Revision and implementation of the Information and Communication Technology Strategy
	Greater focus on facilitating the increase in digital presence
People and Culture	Workforce and succession planning
	Corporate health and wellbeing programs
Risk, Insurance, and Occupational Health and Safety	Accredited training for employees
	Review and testing of emergency management processes including business continuity
	Internal training and learning solutions to ensure organisational compliance to legislative requirements

Capital Initiatives - see section 4.4.2 for a detailed listing of proposed works

Information Systems	- Information Technology Hardware renewal \$240K
	- Enterprise Customer Request Management \$150K
	- Website Development \$135K
	- Technology One - Upgrade and improvement program \$100K

Performance Indicator

Service	Indicator	Performance Measure	Computation
Governance and Corporate Accountability	Satisfaction	Satisfaction with Council decisions	Community satisfaction rating out of 100 with how Council has performed in making decisions in the interests of the community



2.7 Strategic Objective 7: Caring for Our Environment

To achieve our objective of Caring for Our Environment, over the period of the current Council Plan we will:

- protect and enhance Mitchell Shire’s rural landscape and natural assets;
- empower our community through partnerships and education;
- be prepared and proactive in responding to the effects of climate change on the community;
- investigate and initiate innovative practices in key aspects of environmental management;
- provide opportunities for the community to experience nature in their everyday lives; and
- improve compliance with fire hazard removal, weed management, and appropriate waste disposal.

The services, initiatives, and service performance indicators for each business area are described below.

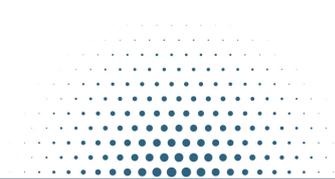
Business area	Description of services provided		2018-2019	2019-2020	2020-2021
			Actual \$'000	Forecast \$'000	Budget \$'000
Environmental Sustainability	This service is responsible for conservation and achieving an environmentally healthy and sustainable Council including environmental planning, community planting and encouraging sustainable resource management.	Exp	661	711	789
		Rev	(35)	(35)	(17)
		Net	626	676	772
Fire prevention and emergency management	This service is responsible for fire prevention activities and community education as well as emergency management planning, including the Municipal Emergency Management Plan.	Exp	488	572	799
		Rev	(142)	(124)	(242)
		Net	346	448	557
Waste Management ²	The service is responsible for the management of Mitchell Landfill at Hilldene plus four resource recovery centres. This service also manages the kerbside waste and recycling collection service.	Exp	6,702	6,973	8,439
		Rev	(1,979)	(1,432)	(1,779)
		Net	4,723	5,541	6,660

Initiatives funded within the Budget	
Environmental Sustainability	Detailed roadside conservation surveys to inform future management in accordance with the Mitchell Shire Rural Roadside Environmental Management Plan
	Review of the Environment Strategy
	Development and implementation of the year one action plan linked to the Mitchell Shire Council Environmental Policy
	Finalisation of Environmental Reserve Management Plans to guide future management
Waste Management	Tree canopy mapping in accordance with Council's commitment to the Resilient Melbourne Urban Forest Policy
	Continued implementation of Waste Management Strategy
Waste Management	Increase community awareness and education on waste and resource recovery through the implementation of the Southern Goulburn Valley Waste and Resource Recovery Education Strategy

Capital Initiatives - see section 4.4.2 for a detailed listing of proposed works	
Waste Management	- Seymour Closed Landfill - cap and rehabilitate site \$1.20M
	- Mitchell Landfill - cell 5 capping and rehabilitation \$1.00M

² The revenue for this service excludes the garbage charge and supplementary rates. This is seen in section 2.9 under “rates and charges”

Performance Indicators			
Service	Indicator	Performance Measure	Computation
Waste collection	Waste diversion	Kerbside collection waste diverted from landfill	[Weight of recyclables and green organics collected from kerbside bins / Weight of garbage, recyclables and green organics collected from kerbside bins] x100
		(Percentage of recyclables and green organics collected from kerbside bins that is diverted from landfill)	



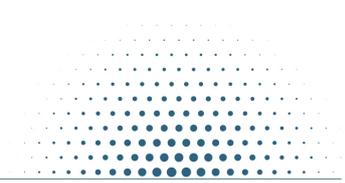
2.8 Performance Statement management

The service performance indicators detailed in the preceding pages will be reported in the Performance Statement. This is prepared at the end of the year as required by section 132 of the *Local Government Act 1989* and included in the 2019-2020 Annual Report. The Performance Statement will also include reporting on prescribed indicators of financial performance (outlined in Section 14) and sustainable capacity, which are not included in this Budget report. The full set of prescribed performance indicators is audited each year by the Victorian Auditor General who issues an audit opinion on the Performance Statement. Any major initiatives detailed above will be reported in the Annual Report in the form of a statement of progress in the report of operations.

2.9 Reconciliation with budgeted operating result

	Net Cost \$'000	Expenditure \$'000	Revenue \$'000
Advocacy	533	533	0
Community participation	889	889	0
Responsible planning	6,817	8,982	(2,165)
Strong communities	26,855	36,950	(10,095)
Supporting local jobs and quality investment	978	1,009	(31)
Financial and organisational management	9,946	11,178	(1,232)
Caring for our environment	7,989	10,027	(2,038)
Total services and initiatives	54,007	69,568	(15,561)
Unattributable depreciation expense	1,571		
Other non-attributable ³	(23,047)		
Deficit before funding sources	32,531		
Funding sources:			
Rates and Charges	49,722		
Capital grants and contributions	9,183		
Total funding sources	58,905		
Surplus for the year	26,374		

³ Includes Financial Assistance Grant and Cash and Non-Cash Contributions



3. Financial Statements

This section presents information regarding the Budgeted Financial Statements and Statement of Human Resources. The budget information for the years 2020-2021 to 2023-2024 has been extracted from the Strategic Resource Plan.

At the end of each financial year Council is required to include the Financial Statements in its Annual Report. This is a comparison of actual income and expenditure compared with the income and expenditure in the financial statements within the Budget.

The section includes the following financial statements in accordance with the *Local Government Act 1989* and the Local Government Model Financial Report:

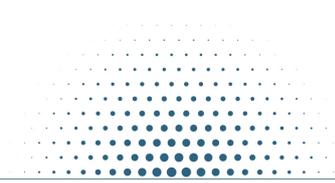
- Budgeted Comprehensive Income Statement
- Budgeted Balance Sheet
- Budgeted Statement of Changes in Equity
- Budgeted Statement of Cash Flows
- Budgeted Statement of Capital Works
- Budgeted Statement of Human Resource

The 2020-2021 Budget has been prepared based on the accounting standards applicable at the date of preparation. It has been updated to include the impact of *AASB 16 Leases*, *AASB 15 Revenue from Contracts with Customers* and *AASB 1058 Income of Not-for-Profit Entities* but pending accounting standards that will be in effect from the 2020-2021 financial year have not been considered in the development of the Budget.

Standards that are likely to impact on the 2020-2021 financial statements, not considered in the preparation of the budget include: *AASB 1059 Service Concession Arrangements: Grantors*

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Mitchell Shire Council



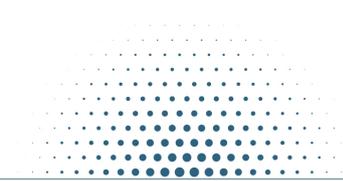
Budgeted Comprehensive Income Statement

For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		2019-2020 \$'000	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000
Income						
Rates and charges	4.1.1	46,901	49,722	53,142	56,459	60,212
Statutory fees and fines	4.1.2	867	967	1,266	1,337	1,410
User fees	4.1.3	6,038	6,614	8,283	8,880	9,476
Grants - Operating	4.1.4	13,996	12,304	12,467	13,561	14,564
Grants - Capital	4.1.4	4,151	9,183	6,780	1,255	1,650
Contributions - monetary	4.1.5	4,214	4,765	4,173	4,737	4,950
Contributions - non-monetary	4.1.5	12,000	12,000	12,000	12,000	12,000
Other income	4.1.6	2,108	1,769	1,682	1,671	1,785
Total income		90,275	97,324	99,793	99,900	106,047
Expenses						
Employee costs	4.1.7	27,433	30,242	33,659	36,274	38,702
Materials and services	4.1.8	24,545	23,828	23,974	24,956	25,860
Bad and doubtful debts		8	2	2	2	2
Depreciation	4.1.9	12,667	12,990	13,800	14,600	15,500
Amortisation - intangible assets	4.1.10	385	388	528	422	550
Amortisation - right of use assets	4.1.10	716	716	716	716	716
Borrowing costs	4.1.11	680	716	702	652	494
Finance costs - right of use assets	4.1.11	277	265	241	216	192
Other expenses	4.1.11	1,807	1,803	2,061	2,216	2,263
Total expenses		68,518	70,950	75,683	80,054	84,279
Surplus/(deficit) for the year		21,757	26,374	24,110	19,846	21,768
Total comprehensive result		21,757	26,374	24,110	19,846	21,768

BUDGET 2020–2021.

Mitchell Shire Council



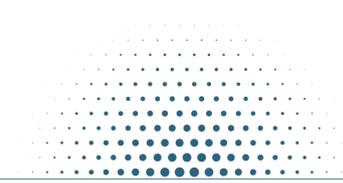
Budgeted Balance Sheet

For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan		
		2019-2020 \$'000	2020-2021 \$'000	2021-2022 \$'000	Projections 2022-2023 \$'000	2023-2024 \$'000
Assets						
Current assets						
Cash and cash equivalents		16,997	4,730	6,866	11,209	13,012
Trade and other receivables		7,640	7,912	8,169	8,323	8,885
Other financial assets		39,000	39,000	41,000	41,500	45,000
Inventories		186	182	185	192	198
Other assets		1,118	1,137	1,259	1,324	1,392
Total current assets	4.2.1	64,941	52,961	57,479	62,548	68,487
Non-current assets						
Other Financial Assets		5	5	5	5	5
Property, infrastructure, plant & equipment		506,321	544,574	569,823	582,176	596,839
Intangible assets		388	1,056	1,638	1,216	666
Right of use assets		6,474	5,758	5,042	4,326	3,610
Total non-current assets	4.2.1	513,188	551,393	576,508	587,723	601,120
Total assets		578,129	604,354	633,987	650,271	669,607
Liabilities						
Current liabilities						
Trade and other payables		7,893	7,796	7,975	8,330	8,633
Trust funds and deposits		3,901	3,012	3,217	3,413	3,749
Provisions		5,960	4,292	6,246	6,718	5,459
Finance lease liabilities		611	635	659	685	711
Interest-bearing loans and borrowings	4.2.3	1,916	2,863	7,683	4,334	3,876
Total current liabilities	4.2.2	20,281	18,598	25,780	23,480	22,428
Non-current liabilities						
Provisions		3,303	3,246	3,570	2,255	2,198
Finance lease liabilities		6,705	6,069	5,411	4,725	4,014
Interest-bearing loans and borrowings	4.2.3	10,484	12,711	11,386	12,125	11,513
Total non-current liabilities	4.2.2	20,492	22,026	20,367	19,105	17,725
Total liabilities		40,773	40,624	46,147	42,585	40,153
Net assets	4.2.4	537,356	563,730	587,840	607,686	629,454
Equity						
Accumulated surplus	4.2.5	326,200	350,289	370,079	383,162	400,063
Reserves	4.2.6	211,156	213,441	217,761	224,524	229,391
Total equity		537,356	563,730	587,840	607,686	629,454

BUDGET 2020–2021.

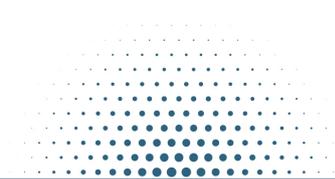
Mitchell Shire Council



Budgeted Statement of Changes in Equity

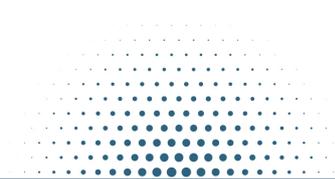
For the four years ending 30 June 2024

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2019-2020 Forecast Actual				
Balance at beginning of the financial year	515,599	308,979	191,555	15,065
Surplus/(deficit) for the year	21,757	21,757	-	-
Transfer to other reserves	-	(5,577)	-	5,577
Transfer from other reserves	-	1,041	-	(1,041)
Balance at end of the financial year	537,356	326,200	191,555	19,601
2020-2021 Budget				
Balance at beginning of the financial year	537,356	326,200	191,555	19,601
Surplus/(deficit) for the year	26,374	26,374	-	-
Transfer to other reserves	-	(6,186)	-	6,186
Transfer from other reserves	-	3,901	-	(3,901)
Balance at end of the financial year	563,730	350,289	191,555	21,886
2021-2022				
Balance at beginning of the financial year	563,730	350,289	191,555	21,886
Surplus/(deficit) for the year	24,110	24,110	-	-
Transfer to other reserves	-	(6,138)	-	6,138
Transfer from other reserves	-	1,818	-	(1,818)
Balance at end of the financial year	587,840	370,079	191,555	26,206
2022-2023				
Balance at beginning of the financial year	587,840	370,079	191,555	26,206
Surplus/(deficit) for the year	19,846	19,846	-	-
Transfer to other reserves	-	(6,763)	-	6,763
Transfer from other reserves	-	-	-	-
Balance at end of the financial year	607,686	383,162	191,555	32,969
2023-2024				
Balance at beginning of the financial year	607,686	383,162	191,555	32,969
Surplus/(deficit) for the year	21,768	21,768	-	-
Transfer to other reserves	-	(7,201)	-	7,201
Transfer from other reserves	-	2,334	-	(2,334)
Balance at end of the financial year	629,454	400,063	191,555	37,836



Budgeted Statement of Cash Flows
For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
		\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)	\$'000 Inflows (Outflows)
Cash flows from operating activities						
Rates and charges		46,317	49,454	52,817	56,144	59,855
Statutory fees and fines		933	956	1,231	1,329	1,403
User fees		6,038	6,614	8,283	8,880	9,476
Grants - operating		13,996	12,304	12,467	13,561	14,564
Grants - capital		4,296	9,183	6,780	1,255	1,650
Contributions - monetary		4,069	4,765	4,173	4,737	4,950
Interest received		1,188	660	656	650	721
Trust funds and deposits taken		274	-	205	-	336
Other receipts		3,594	1,274	1,211	1,349	1,023
Employee costs		(26,972)	(30,197)	(33,601)	(36,231)	(38,660)
Materials and services		(24,285)	(26,011)	(24,199)	(25,863)	(27,288)
Trust funds and deposits repaid		-	(889)	-	196	-
Other payments		(1,685)	(1,666)	(1,922)	(2,073)	(2,118)
Net cash provided by/(used in) operating activities	4.3.1	27,763	26,447	28,101	23,934	25,912
Cash flows from investing activities						
Payments for property, infrastructure, plant and equipment		(23,308)	(40,041)	(25,225)	(15,697)	(18,963)
Proceeds from sale of property, infrastructure, plant and equipment		887	802	453	743	795
Payments for investments		-	-	(2,000)	(500)	(3,500)
Payments for intangible assets		-	(1,056)	(1,110)	-	-
Net cash provided by/ (used in) investing activities	4.3.2	(22,421)	(40,295)	(27,882)	(15,454)	(21,668)
Cash flows from financing activities						
Finance costs		(957)	(981)	(943)	(868)	(686)
Proceeds from borrowings		-	5,483	6,065	4,300	2,000
Repayment of borrowings		(1,821)	(2,309)	(2,570)	(6,910)	(3,070)
Repayment of finance lease liabilities		(591)	(612)	(635)	(659)	(685)
Net cash provided by/(used in) financing activities	4.3.3	(3,369)	1,581	1,917	(4,137)	(2,441)
Net increase/(decrease) in cash and cash equivalents		1,973	(12,267)	2,136	4,343	1,803
Cash and cash equivalents at the beginning of the financial year		15,024	16,997	4,730	6,866	11,209
Cash and cash equivalents at the end of the financial year		16,997	4,730	6,866	11,209	13,012



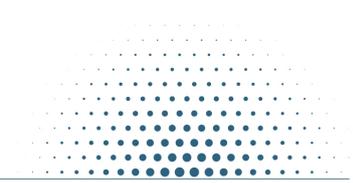
Budgeted Statement of Capital Works
For the four years ending 30 June 2024

	Notes	Forecast	Budget	Strategic Resource Plan Projections		
		2019-2020 \$'000	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000
Property						
Land		-	960	1,300	1,000	1,000
Buildings		5,292	1,296	5,910	991	1,845
Total property		5,292	2,256	7,210	1,991	2,845
Plant and equipment						
Plant, machinery and equipment		3,035	3,094	1,484	2,587	2,311
Fixtures, fittings and furniture		654	256	240	240	240
Computers and telecommunications		1,108	1,018	1,105	900	900
Library books		190	180	180	180	180
Total plant and equipment		4,987	4,548	3,009	3,907	3,631
Infrastructure						
Roads		4,125	12,554	6,090	5,060	5,400
Bridges		835	870	400	300	300
Footpaths and cycleways		1,330	1,763	1,100	1,100	1,100
Drainage		65	120	50	50	50
Recreational, leisure and community facilities		3,791	4,178	3,180	2,800	2,129
Waste management		843	7,326	3,083	-	2,334
Parks, open space and streetscapes		1,248	6,229	588	145	500
Off street car parks		335	-	-	-	450
Other infrastructure		456	200	515	345	225
Total infrastructure		13,028	33,240	15,006	9,800	12,488
Total capital works expenditure	4.4.1	23,307	40,044	25,225	15,698	18,964
Represented by:						
New asset expenditure		7,189	16,591	10,308	4,585	4,070
Asset renewal expenditure		9,416	17,978	10,442	9,312	12,164
Asset expansion expenditure		193	3,080	-	-	-
Asset upgrade expenditure		6,509	2,395	4,475	1,801	2,730
Total capital works expenditure	4.4.1	23,307	40,044	25,225	15,698	18,964
Funding sources represented by:						
Grants		4,151	9,183	6,780	1,255	1,650
Contributions		145	-	-	-	-
Sales		646	802	453	743	795
Council Cash		18,365	24,576	11,927	9,400	14,519
Borrowings		-	5,483	6,065	4,300	2,000
Total capital works expenditure	4.4.1	23,307	40,044	25,225	15,698	18,964

Note: the 2019-2020 forecast and 2020-2021 Budget include carry forward works of \$3.29M and \$16.41M respectively.

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Mitchell Shire Council



Budgeted Statement of Human Resources

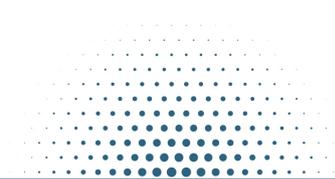
For the four years ending 30 June 2024

	Budget	Strategic Resource Plan Projections		
	2020-2021 \$'000	2021-2022 \$'000	2022-2023 \$'000	2023-2024 \$'000
Staff expenditure				
Employee costs - operating	30,242	33,659	36,274	38,702
Employee costs - capital	647	670	693	821
Total staff expenditure	30,889	34,329	36,967	39,523
	FTE	FTE	FTE	FTE
Staff numbers				
Employees	341.2	352.9	357.8	359.3
Total staff numbers	341.2	352.9	357.8	359.3

A summary of human resources expenditure and number of full time equivalent (FTE) staff categorised according to the organisational structure of Council is included below:

Department	Budget 2020-2021 \$'000	Comprises			
		Full Time \$'000	Permanent Part time \$'000	Casual \$'000	Temporary \$'000
Advocacy and Community Services	13,229	6,009	4,818	2,248	154
Development and Infrastructure	11,161	9,340	1,533	215	73
Executive Services	421	421	-	-	-
Governance and Corporate Performance	5,063	4,440	621	2	-
Total permanent staff expenditure	29,874	20,210	6,972	2,465	227
Other employee related costs	368				
Capitalised labour costs	647				
Total expenditure	30,889				

Department	Budget 2020-2021	Comprises			
		Full Time	Permanent Part time	Casual	Temporary
Advocacy and Community Services	163.0	60.4	58.8	42.0	1.8
Development and Infrastructure	121.4	100.0	17.7	2.7	1.0
Executive Services	2.0	2.0	-	-	-
Governance and Corporate Performance	48.9	43.0	5.9	-	-
Total permanent staff expenditure	335.3	205.4	82.4	44.7	2.8
Capitalised labour costs	5.9				
Total staff	341.2				



4. Notes to the financial statements

This section presents detailed information on material components of the financial statements.

4.1 Comprehensive Income Statement

4.1.1 Rates and charges

In developing the Strategic Resource Plan, rates and charges are identified as an important source of revenue, accounting for 51% of the total revenue received by Council annually. Planning for future rate increases has therefore been an important component of the Strategic Resource Plan process. The State Government *Fair Go Rates System* (FGRS) sets out the maximum amount councils may increase rates in a year. For 2020-2021 the FGRS cap has been set at 2.00%. The cap applies to both general rates and municipal charges and is calculated based on Council's average rates and charges.

It is important to note, the actual rate increases experienced by individual ratepayers from 1 July 2020 will most likely differ from the annual rate cap due to legislated annual property revaluations. When a revaluation occurs, rate increases are impacted by the current rate cap and the property valuation increases (or decreases) of individual properties relative to the average across the municipality. For the 2020-2021 financial year, if a property increased in value by more than the average for the Shire, your rates will increase by more than 2.00%. If a property value increased by less than the average, your rates will increase by less than 2.00% and may in fact reduce from the previous year.

The level of required rates and charges has been considered in this context, with reference to Council's other sources of income and planned expenditure on services and works to be undertaken for the Mitchell Shire Community.

To achieve these objectives, while maintaining service levels and a strong capital expenditure program, the average general rate and the municipal charge will increase by 2.00% in line with the rate cap and the kerbside collection charge by 8.60%. This will raise total rates and charges for 2020-2021 of \$49.72 million, including \$956K generated from supplementary rates.

Council has a formal Rating Strategy that contains expanded information on Council's rating structure and the reasons behind its choices in applying the rating mechanisms it has used. Refer to Council's website for a copy of the Rating Strategy.

4.1.1 (a) The reconciliation of the total rates and charges to the Comprehensive Income Statement is as follows:

	Forecast 2019-2020	Budget 2020-2021	Change	
	\$'000	\$'000	\$'000	(%)
General rates*	32,066	34,537	2,471	7.7%
Municipal charge*	6,560	6,095	(465)	(7.1%)
Kerbside collection and recycling	6,933	7,901	968	14.0%
Supplementary rates and charges	1,106	956	(150)	(13.6%)
Interest on rates and charges	236	233	(3)	(1.3%)
Total Rates and charges	46,901	49,722	2,821	6.0%

* these items are subject to the rate cap established under the FGRS.

Total revenue from rates and charges is projected to be \$49.72M. This is an increase of \$2.82M or 6.00% from the 2019-2020 forecast. This is inclusive of an average 2.00% increase to the general rates and municipal charge plus growth in rateable properties and growth in garbage services. It is proposed the garbage charge (\$405 per annum full service) will increase by 8.60%

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to \$440 per annum for a full service. The 8.60% increase is due to the cost escalation to deliver the waste management service including the change to contract rates for recycling and sorting, and the increase in the landfill levy rate per tonne.

4.1.1 (b) The rate in the dollar to be levied as general rates under Section 158 of the Act for each type or class of land compared with the previous financial year.

Type or class of land	Forecast	Budget	Change (%)
	2019-2020 cents/\$CIV	2020-2021 cents/\$CIV	
General Land	0.2851	0.2908	2.0%
Vacant Land	0.5702	0.5816	2.0%
Vacant Commercial or Industrial Land	0.6842	0.7270	6.3%
Agricultural Land (40ha-100ha)	0.2566	0.2617	2.0%
Agricultural Land (greater than 100ha)	0.2281	0.2326	2.0%
Subdivisional Land	0.5702	0.5816	2.0%

The above table reflects an average rate rise of 2.00%, however Shire wide property value increases due to annual revaluations impact the rate in the dollar calculation.

4.1.1 (c) The estimated total amount to be raised by general rates in relation to each type or class of land, and the estimated total amount to be raised by general rates, compared with the previous financial year.

Type or class of land	Forecast	Budget	Change (%)
	2019-2020 \$'000	2020-2021 \$'000	
General Land	25,574	27,590	7.9%
Vacant Land	2,737	2,951	7.8%
Vacant Commercial or Industrial Land	282	300	6.4%
Agricultural Land (40ha-100ha)	757	857	13.2%
Agricultural Land (greater than 100ha)	1,998	2,109	5.6%
Subdivisional Land	718	730	1.7%
Total amount to be raised by general rates	32,066	34,537	7.7%

4.1.1 (d) The estimated number of assessments in relation to each type or class of land, and the total number of assessments, compared with the previous financial year.

Type or class of land	Forecast	Budget	Change (%)
	2019-2020 Number	2020-2021 Number	
General Land	18,464	19,064	3.2%
Vacant Land	1,750	1,885	7.7%
Vacant Commercial or Industrial Land	129	125	(3.1%)
Agricultural Land (40ha-100ha)	341	350	2.6%
Agricultural Land (greater than 100ha)	360	361	0.3%
Subdivisional Land	22	23	4.5%
Total number of assessments	21,066	21,808	3.5%

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

Capital Improved Value (CIV) is the sum of land and dwelling / other improvements made to the property. CIV is the method used for valuation, as per the Rating Strategy.

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Mitchell Shire Council



4.1.1 (f) The estimated total value of each type or class of land, and the estimated total value of land, compared with the previous financial year.

Type or class of land	Forecast	Budget	Change (%)
	2019-2020 \$'000	2020-2021 \$'000	
General Land	8,970,840	9,487,291	5.8%
Vacant Land	480,021	507,359	5.7%
Vacant Commercial or Industrial Land	41,195	41,258	0.2%
Agricultural Land (40ha-100ha)	295,189	327,595	11.0%
Agricultural Land (greater than 100ha)	876,041	906,652	3.5%
Subdivisional Land	125,862	125,499	(0.3%)
Total value of land	10,789,148	11,395,654	5.6%

4.1.1 (g) The municipal charge under section 159 of the Act compared with the previous financial year.

Type of charge	Per Rateable Property Forecast	Per Rateable Property Budget	Change (%)
	2019-2020 \$	2020-2021 \$	
Municipal	316.00	283.50	(10.3%)

4.1.1 (h) The estimated total amount to be raised by municipal charges compared with the previous financial year.

Type of charge	Forecast	Draft Budget	Change (%)
	2019-2020 \$'000	2020-2021 \$'000	
Municipal	6,560	6,095	(7.1%)

The municipal charge in the past has been calculated at approximately 17%, of the total generated from general rates and municipal charge revenue, divided by the number of applicable charges. In 2020-2021 Council will reduce this amount to approximately 15% which will see a decrease to the amount raised in municipal charges and the amount raised in general rates rise. Overall Council will meet the rate cap of 2.00% but the distribution of charges will alter.

4.1.1 (i) The rate or unit amount to be levied for each type of service rate or charge under Section 162 of the Act compared with the previous financial year.

Type of charge	Per Rateable Property Forecast	Per Rateable Property Budget	Change (%)
	2019-2020 \$	2020-2021 \$	
Kerbside Collection Service (Full service)	405	440	8.6%
Garbage Charge (Optional extra 120L service)	228	248	8.8%
Recycling Charge (Optional extra 240L service)	177	192	8.5%
Pandemic Garbage Charge (Optional six month 240L service)	228	248	8.8%

Waste charges are levied on all occupied residential properties that are on a compulsory collection route.

Refer to Council's *Kerbside Collection Policy* for further clarification of the types of services available.



4.1.1 (j) The estimated total amount to be raised by each type of service rate or charge, and the estimated total amount to be raised by service rates and charges, compared with the previous financial year. The garbage charge contributes to the annual operating costs, as well as current and future capital works requirements for the Waste Management service. A fee increase is also combined with an increased service delivery.

Type of charge	Forecast	Budget	Change	
	2019-2020 \$'000	2020-2021 \$'000	\$'000	(%)
Garbage Charge (Full service)	6,733	7,612		13.1%
Garbage Charge (Optional extra service)	185	271		46.5%
Recycling Charge (Optional extra service)	15	18		20.0%
Pandemic Garbage Charge (Optional six month 240L service)	-	-		0.0%
Total	6,933	7,901		14.0%

4.1.1 (k) The estimated total amount to be raised by all rates and charges compared with the previous financial year.

	Forecast	Budget	Change	
	2019-2020 \$'000	2020-2021 \$'000	\$'000	(%)
General rates	32,066	34,537		7.7%
Municipal charge	6,560	6,095		(7.1%)
Kerbside collection and recycling	6,933	7,901		14.0%
Supplementary rates and charges	1,106	956		(13.6%)
Interest on rates and charges	236	233		(1.3%)
Total Rates and charges	46,901	49,722		6.0%

4.1.1 (l) Mitchell Shire was fully compliant with the State Government’s Fair Go Rates system in 2019-2020 and is forecasting to be compliant in the 2020-2021 Budget. The Essential Services Commission report “Council rate cap compliance report 2019-20” shows that all council’s, including Mitchell Shire Council, were compliant in 2019-2020.

4.1.1 (m) Any significant changes that may affect the budgeted amounts to be raised by rates and charges

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

- The making of supplementary valuations including general and waste increases (2020-2021 estimated \$956K). The amount of supplementary rates revenue fluctuates with the amount of development in any one year
- Valuation variations (e.g. valuation objections)
- Changes in use of land such that rateable land becomes non-rateable land and vice versa
- Changes in use of land such that agricultural land becomes general land (residential)

4.1.2 Statutory fees and fines

	Forecast	Budget	Change	
	2019-2020 \$'000	2020-2021 \$'000	\$'000	%
Infringements and Costs	453	502	49	10.82%
Town Planning Fees	414	465	51	12.32%
Total Statutory fees and fines	867	967	100	11.53%



Statutory fees and fines relate to fees and fines levied in accordance with legislation and include *Public Health and Wellbeing Act 2008* registrations, animal control, parking fines, as well as town planning permits and subdivision fees.

Increases in statutory fees are made in accordance with legislative requirements and are not set by Council.

Revenue from statutory fees and issued fines is projected to increase by 11.53% or \$100K compared to 2019-2020. The main areas contributing to the increase are:

- fines (\$49K) relating to provisions of the planning scheme and local laws; and
- town planning permit fees (\$51K) as a result of the expected population growth within the municipality.

4.1.3 User Fees

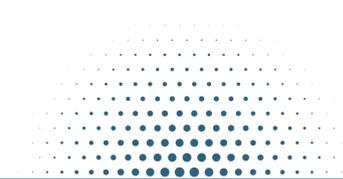
	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
Leisure Centre Fees	1,950	2,103	153	7.85%
Waste Management Fees	1,192	1,357	165	13.84%
Animal Registration and Local Laws Fees	985	935	(50)	(5.08%)
Design and Supervision Fees	734	928	194	26.43%
Kindergarten Fees	288	455	167	57.99%
Building Services Fees	409	440	31	7.58%
Planning Fees	85	104	19	22.35%
Library Fees and Fines	61	59	(2)	(3.28%)
Environmental Health Fees	162	36	(126)	(77.78%)
Other fees and charges	172	197	25	14.53%
Total User Fees	6,038	6,614	576	9.54%

User charges relate mainly to the recovery of service delivery costs through the charging of fees to users of Council’s services. These include use of leisure, community facilities and the provision of community services such as kindergartens. In setting the budget, the key principle for determining the level of user charges has been to align increases with CPI or market levels. Annually, benchmarking of fees and charges is undertaken as part of the service review process. Some areas have had higher than CPI increases as a result of this work.

Revenue from user charges is projected to increase by 9.54% or \$576K compared to 2019-2020. The main areas contributing to the increase are:

- Waste management fees increase in line with growth in waste disposal volumes at transfer stations and the landfill (\$165K);
- Leisure centre fees increased mainly due to expected patronage at the two indoor leisure centres based on current trends (\$153K);
- Kindergarten Fees increased due to free kinder being offered in term 2 (2019-2020) due to COVID-19 (\$167K);
- Design and supervision fees increased due to the growth in anticipated development in the Shire (\$194K); offset by
- Environment health fees reduced which is mainly linked to the COVID-19 community support package being offered in 2020-2021 (\$126K).

A detailed listing of fees and charges is included in Appendix A.



4.1.4 Grants

	Forecast 2019-2020 \$'000	Budget 2020-2021 \$'000	Change	
			\$'000	%
Grants were received in respect of the following:				
Summary of grants				
Commonwealth funded grants	9,326	9,718	392	4%
State funded grants	8,821	11,769	2,948	33%
Total grants received	18,147	21,487	3,340	18%
(a) Operating Grants				
Recurrent - Commonwealth Government				
Financial Assistance Grants	8,088	8,489	401	5%
Other (Roads of Access)	49	50	1	2%
Maternal and child health	4	4	-	0%
Recurrent - State Government				
Family and children	2,238	1,911	(327)	(15%)
Maternal and child health	709	878	169	24%
Libraries	318	326	8	3%
Community services	146	145	(1)	(1%)
School crossing supervisors	117	123	6	5%
Emergency management	79	79	-	0%
Youth services	25	27	2	8%
Local laws	17	17	-	0%
Waste management	15	15	-	0%
Aged care	3	2	(1)	(33%)
Total recurrent grants	11,808	12,066	258	2%
Non-recurrent - State Government				
Other (Natural Disaster Recovery)	1,299	-	(1,299)	(100%)
Family and children	363	-	(363)	(100%)
Community services	35	27	(8)	(23%)
Emergency management	-	126	126	100%
Maternal and child health	49	-	(49)	(100%)
Strategic Planning	60	13	(47)	(78%)
Other (Feasibility)	57	-	(57)	(100%)
Other (Fire Services Property Levy)	49	-	(49)	(100%)
Youth services	53	46	(7)	(13%)
Aged care	30	-	(30)	(100%)
Recreation, Leisure and Community	114	26	(88)	(77%)
Environmental planning	49	-	(49)	(100%)
Waste management	30	-	(30)	(100%)
Total non-recurrent grants	2,188	238	(1,950)	(89%)
Total Operating Grants	13,996	12,304	(1,692)	(12%)

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	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
(b) Capital Grants				
Recurrent - Commonwealth Government				
Roads to Recovery	1,175	1,175	-	0%
Libraries	10	-	(10)	(100%)
Total recurrent grants	1,185	1,175	-	0%
Non-recurrent - State Government				
Roads and footpaths	616	992	376	61%
Recreational, leisure and community facilities	692	1,402	710	103%
Buildings	739	498	(241)	-33%
Waste Management	284	354	70	25%
Bridges	148	-	(148)	(100%)
Road Safety	228	200	(28)	(12%)
Parks and Open Space	116	4,562	4,446	3833%
Other Capital	143	-	(143)	(100%)
Total non-recurrent grants	2,966	8,008	5,042	170%
Total Capital Grants	4,151	9,183	5,042	121%
Total Grants	18,147	21,487	3,340	18%

(a) Operating grants include all monies received from State and Federal sources for the purposes of funding the delivery of Council's services. Overall, the level of operational grants has decreased by 12% or \$1.69M compared to 2019-2020. The main change is driven by the fluctuation in non-recurrent grants. Council expects to see non-recurrent grant income increase throughout the financial year as grants applications are successful.

(b) Capital grants include all monies received from State and Federal sources for the purposes of funding the capital works program. Overall, the level of capital grants has increased by 18% or \$3.34M compared to 2019-2020. Of this \$3.34M, \$897K remains as unconfirmed grant funding. The changes between asset categories relates to a priorities program of works and what funding streams are currently or will be available throughout the financial year.

Mitchell Shire has been identified as one of seven growth Councils specifically earmarked to absorb Melbourne's future urban growth and development and major transport interchanges, yet our current Budget base is significantly lower than all other growth Councils. This highlights the need for Victorian and Federal Government funding to enable us to plan strategically for the long and medium term and provide the infrastructure requirements of our growing population. Mitchell Shire Council is committed to advocating on behalf of its Community to achieve funding.



4.1.5 Contributions

	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
	\$'000	\$'000		
Monetary	4,214	4,765	551	13.08%
Non-monetary	12,000	12,000	-	0.00%
Total Contributions	16,214	16,765	551	3.40%

Monetary contributions mainly relate to monies paid by developers in regard to public recreation, drainage, car parking, and other infrastructure in accordance with planning permits issued for property development.

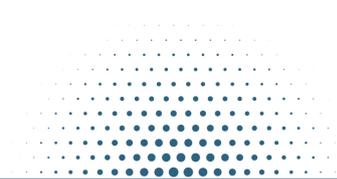
Non-monetary contributions, otherwise known as gifted assets, are those assets that form part of new developments that are given to Council at handover for ongoing maintenance (e.g. roads, drainage and open space). Accounting Standards require non-cash development contributions to be shown as income. The amounts included in the 2020-2021 Budget and SRP 2021-2024 are based on current year forecasts and expected continued levels of development in the Shire.

4.1.6 Other income

	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
	\$'000	\$'000		
Interest	1,188	660	(528)	(44.44%)
Revenue in lieu of rates	190	323	133	70.00%
Reimbursements	253	294	41	16.21%
Other rent	118	170	52	44.07%
Lease income	151	128	(23)	(15.23%)
Legal fees recovered	120	113	(7)	(5.83%)
Fuel rebate	88	81	(7)	(7.95%)
Total Other income	2,108	1,769	(339)	(16.08%)

Other income relates to a range of items such as cost recoupments and miscellaneous income items. It includes interest revenue on investments, facility hire and leases.

Other income is expected to decrease by 16.08% or \$339K compared to 2019-2020. The variance is mainly due to a reduction in expected interest from investments due to COVID-19, offset by an increase in revenue in lieu of rates.



4.1.7 Employee costs

	Forecast	Budget	Change	
	2019-2020 \$'000	2020-2021 \$'000	\$'000	%
Wages and salaries	24,480	26,995	2,515	10.27%
Superannuation	2,297	2,519	222	9.66%
Fringe Benefits Tax	304	335	31	10.20%
Workcover	191	250	59	30.89%
Other employee related costs	161	143	(18)	(11.18%)
Total Employee costs	27,433	30,242	2,809	10.24%

Employee costs include all labour related expenditure such as wages and salaries and on costs such as allowances, leave entitlements, employer superannuation, etc.

Employee costs have increased by 10.24% from the 2019-2020 forecast. This increase includes an assumed Enterprise Agreement increase, new staff positions as well as an increase from 2019-2020 vacancies that were filled by Labour Hire that were adjusted from employee costs in 2019-2020 to Materials and Services in 2019-2020. Increased wages and salaries have a flow on effect which naturally increases other employee costs. Workcover costs vary from year to year dependant on wages and salaries, and claim history.

The increases to staffing in the 2020-2021 Budget are:

Position	FTE
Advocacy	
Social Planner	1.00
Responsible Planning	
Capital Works Business Support Officer	0.60
Strong Communities	
Arboriculture Technical Officer	1.00
Community Development Officer	0.40
Landscape Maintenance	2.00
Lifeguard	0.80
Recreation and Open Space Planner	1.00
School Crossing Supervisor	0.20
Financial and Organisation Management	
Information and Business Transformations Project Manager	1.00
Procurement Support Officer	1.00
	9.00

For further details regarding the additional initiatives linked to additional positions please refer to section 2 under “initiatives funded within the budget” for each strategic objective.

A summary of human resources expenditure and number of full time equivalent (FTE) categorised according to the organisational structure of Council can be found in section 3.



4.1.8 Materials and Services

	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
	\$'000	\$'000	\$'000	%
Contractors and consultants	14,112	12,533	(1,579)	(11.19%)
Materials	3,154	3,493	339	10.75%
Motor vehicles and plant costs	2,608	2,835	227	8.70%
Information Technology	1,918	2,006	88	4.59%
Utilities	1,366	1,455	89	6.52%
Insurance	632	715	83	13.13%
Education and training	371	475	104	28.03%
Lease payments	60	7	(53)	(88.33%)
General expenses	324	309	(15)	(4.63%)
Total Materials and services	24,545	23,828	(717)	(2.92%)

Materials and services include the purchases of consumables, payments to contractors for the provision of services, and utility costs. Materials and services are forecast to decrease by 2.92% or \$717K compared to 2019-2020.

The 2019-2020 forecasts are lower in key areas such as education and training due to revised budgets following the impacts of COVID-19. Outside of COVID-19, the most significant changes include a \$1.37M reduction in once off flood and storm works, offset by increases to materials (\$339K) and motor vehicle and plant costs (\$227K).

4.1.9 Depreciation

	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
	\$'000	\$'000	\$'000	%
Property	1,380	1,350	(30)	(2.17%)
Plant and equipment	2,394	2,345	(49)	(2.05%)
Infrastructure	8,893	9,295	402	4.52%
Total Depreciation	12,667	12,990	323	2.55%

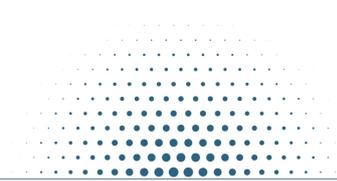
Depreciation is an accounting measure which attempts to allocate the value of an asset over its useful life for Council's property, plant and equipment including infrastructure assets such as roads and drains. The increase of \$323K for 2020-2021 is mainly due to the construction of new assets during 2019-2020 which will be depreciated from 2020-2021 onwards.

4.1.10 Amortisation

	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
	\$'000	\$'000	\$'000	%
Intangible assets	385	388	3	0.78%
Right of use assets	716	716	-	0.00%
Total Amortisation	1,101	1,104	3	0.27%

Amortisation is an accounting measure which attempts to allocate the value of an asset over its useful life.

Intangible and right of use assets relate to Council's landfill airspace and operating leases respectively, which are assessed and calculated annually. It is expected that \$388K of landfill airspace and \$716K of operating leases will be utilised during the 2020-2021 financial year.



4.1.11 Other expenses

	Forecast	Budget	Change	
	2019-2020 \$'000	2020-2021 \$'000	\$'000	%
Interest on borrowings	680	716	36	5.29%
Landfill levy	553	700	147	26.58%
FASA and community group payments	587	440	(147)	(25.04%)
Councillor allowances and superannuation	316	320	4	1.27%
Finance costs - right of use assets	277	265	(12)	(4.33%)
Audit fees	154	158	4	2.60%
Bank fees	95	105	10	10.53%
Electronic payment fees	46	40	(6)	(13.04%)
Other	56	40	(16)	(28.57%)
Total Other expenses	2,764	2,784	20	0.72%

Other expenses relate to a range of unclassified items including contributions to committees of management, councillor allowances, Environmental Protection Agency (EPA) landfill levy and other miscellaneous expenditure items.

The major changes in other expenses from 2019-2020 to 2020-2021 is additional landfill levy costs due to an increase in the statutory EPA levy rate per tonne and a reduction in community group payments due to a once off grant to which Council was the auspicing body.

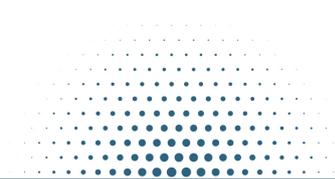
4.2 Balance Sheet

4.2.1 Assets

	Forecast	Budget	Variance
	2019-2020 \$'000	2020-2021 \$'000	\$'000
Assets			
Current assets			
Cash and cash equivalents	16,997	4,730	(12,267)
Trade and other receivables	7,640	7,912	272
Other financial assets	39,000	39,000	-
Inventories	186	182	(4)
Other assets	1,118	1,137	19
Total current assets	64,941	52,961	(11,980)
Non-current assets			
Other Financial Assets	5	5	-
Property, infrastructure, plant & equipment	506,321	544,574	38,253
Intangible assets	388	1,056	668
Right of use assets	6,474	5,758	(716)
Total non-current assets	513,188	551,393	38,205
Total assets	578,129	604,354	26,225

Current Assets (\$11.98 million decrease) and Non-Current Assets (\$38.21 million increase)

Cash and cash equivalents include cash and investments such as cash held in the bank, petty cash and the value of investments in deposits or other highly liquid investments with short term maturities of three months or less. These balances are projected to decrease by \$11.98M during the year. The 2019-2020 forecast cash and cash equivalents appear higher due to an incomplete capital works program that will be completed during 2020-2021. Capital works carry forwards equates to \$16.41M, of which \$9.85M is funded from Council cash (including reserve funds).



Property, infrastructure, plant and equipment is the largest component of Council's worth and represents the value of all the land, buildings, roads, vehicles, equipment, etc. which has been built up by Council over many years. The increase of \$38.21M is due to the net result of projected non-cash development contributions, the completion of the 2020-2021 capital works program, the change in provision for landfill rehabilitation, depreciation of assets, and sale of property, plant and equipment.

4.2.2 Liabilities

	Forecast 2019-2020 \$'000	Budget 2020-2021 \$'000	Variance \$'000
Liabilities			
Current liabilities			
Trade and other payables	7,893	7,796	(97)
Trust funds and deposits	3,901	3,012	(889)
Provisions	5,960	4,292	(1,668)
Finance lease liabilities	611	635	24
Interest-bearing loans and borrowings	1,916	2,863	947
Total current liabilities	20,281	18,598	(1,683)
Non-current liabilities			
Provisions	3,303	3,246	(57)
Finance lease liabilities	6,705	6,069	(636)
Interest-bearing loans and borrowings	10,484	12,711	2,227
Total non-current liabilities	20,492	22,026	1,534
Total liabilities	40,773	40,624	(149)

Current Liabilities (\$1.68 million decrease) and Non-Current Liabilities (\$1.53 million increase)

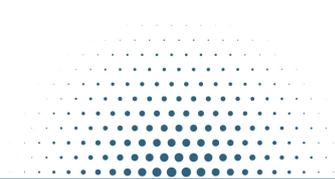
Trade and other payables are those to whom Council owes money as at 30 June. This is impacted by the conditional grants held at 30 June 2020 to be used to fund a portion of the 2020-2021 capital works program.

Provisions include landfill rehabilitation, accrued long service leave, annual leave, and rostered days off owing to employees. The variance in the current and non-current provision is directly related to timing and costs expected within a revised 10-year capital works program for landfill capping, rehabilitation and new cell construction.

Interest-bearing loans and borrowings are borrowings of Council. Council is budgeting to undertake new borrowings for Seymour Resource Recovery Centre construction (\$2.13M), Southern Resource Recovery Centre land purchase and design (\$1.40M), Patterson Street road construction (\$1.21M) and Strategic land acquisition (\$860K). Council will repay loan principal of \$2.31M over the year.

4.2.3 Borrowings

	2019-2020 \$'000	2020-2021 \$'000
Total amount borrowed as at 30 June of the prior year	14,221	12,400
Total amount proposed to be borrowed	-	5,483
Total amount projected to be redeemed	(1,821)	(2,309)
Total amount of borrowings as at 30 June	12,400	15,574



The following table sets out future proposed borrowings, based on the forecast financial position of Council as at 30 June 2020.

Year	New Borrowings \$'000	Principal Paid \$'000	Interest Paid \$'000	Balance 30 June \$'000
2019-2020	-	1,821	680	12,400
2020-2021	5,483	2,309	716	15,574
2021-2022	6,065	2,570	702	19,069
2022-2023	4,300	6,910	652	16,459
2023-2024	2,000	3,070	494	15,389

4.2.4 Working capital (\$10.30 million decrease)

Working capital is the difference between current assets and current liabilities.

Working capital is forecast to be positive in 2020-2021 at \$34.36M. This means that current assets are projected to be more than current liabilities by this amount. Although there is a projected decrease in working capital from 30 June 2020 to 30 June 2021, it should be noted that the cash balance at the end of 2019-2020 includes \$9.84M Council cash being held to fund carry forward capital works projects due to be delivered in 2020-2021. Adjusting the opening balances, there is a minor unfavourable reduction in working capital of \$443K for 2020-2021.

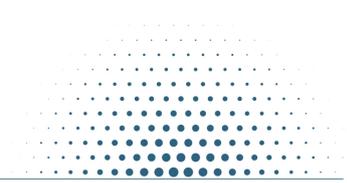
The table below shows further restrictions on the use of Council's cash assets.

	Forecast 2019-2020 \$'000	Budget 2020-2021 \$'000	Variance \$'000
Current assets	64,941	52,961	(11,980)
Current liabilities	20,281	18,598	1,683
Working capital	44,660	34,363	(10,297)
Current restricted cash and investment			
- Statutory reserves	(15,123)	(19,589)	(4,466)
- Cash held to fund carry forward capital works	(9,854)	-	9,854
- Conditional grants unspent	(797)	(500)	297
Unrestricted working capital	18,886	14,274	(4,612)

	Forecast 2019-2020 \$'000	Budget 2020-2021 \$'000	Variance \$'000
Equity			
Accumulated surplus	326,200	350,289	24,089
Reserves	211,156	213,441	2,285
Total equity	537,356	563,730	26,374

4.2.5 Accumulated Surplus (\$24.09 million increase)

Accumulated surplus which is the value of all net assets less reserves that have accumulated over time. The increase in accumulated surplus of \$24.09M results directly from the surplus for the year (\$26.37M) less the net amount transferred to reserves (\$2.29M).



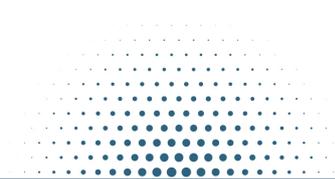
4.2.6 Reserves (\$2.29 million increase)

Other reserves consist of an asset revaluation reserve, statutory reserves, and discretionary reserves.

Statutory reserves must be applied for specified statutory purposes in accordance with various legislative requirements. During the 2020-2021 financial year, statutory reserves are forecast to increase by \$4.47M. This includes development contributions forecast to be received during the year (\$4.71M) less \$0.24M to be transferred out for capital works.

Discretionary reserves, although not restricted by a statutory purpose, are established where Council has made decisions regarding the future use of these funds and, unless there is a Council resolution to do otherwise, these funds should be used for those earmarked purposes. Council currently has three discretionary reserves: Waste Management, Native Vegetation Offset and Property Proceeds.

During the 2020-2021 financial year, discretionary reserves are budgeted to decrease by \$2.18M. This decrease mainly relates to the Waste Management Reserve in that capital works undertaken during the financial year are greater than net operational income. The purpose of the Waste Management discretionary reserve is to, over the long term, raise enough income to fund both annual operational and capital works expenditure, year on year.



4.3 Statement of Cash Flows

The below analyses the expected cash flows from Council's operating, investing and financing activities for 2020-2021. Budgeting cash flows for Council is a key factor in determining the level of capital expenditure that can be sustained with or without using existing cash reserves.

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

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

4.3.1 Net cash flows provided by / used in operating activities (\$1.32 million decrease)

	Forecast 2019-2020 \$'000	Budget 2020-2021 \$'000	Variance \$'000
	Inflows (Outflows)	Inflows (Outflows)	
Cash flows from operating activities			
Rates and charges	46,317	49,454	3,137
Statutory fees and fines	933	956	23
User fees	6,038	6,614	576
Grants - operating	13,996	12,304	(1,692)
Grants - capital	4,296	9,183	4,887
Contributions - monetary	4,069	4,765	696
Interest received	1,188	660	(528)
Trust funds and deposits taken	274	-	(274)
Other receipts	3,594	1,274	(2,320)
Employee costs	(26,972)	(30,197)	(3,225)
Materials and services	(24,285)	(26,011)	(1,726)
Trust funds and deposits repaid	-	(889)	(889)
Other payments	(1,685)	(1,666)	19
Net cash provided by/(used in) operating activities	27,763	26,447	(1,316)

The decrease in cash inflows from operating activities is forecast to be \$1.32M for 2020-2021.

This is mainly as a result of:

- increased employee costs of \$3.23M, as a result of the enterprise agreement increases, and additional positions required to deliver services to the growing community;
- increased materials and services of \$1.73M, mainly as a result of operational carried forwards from 2019-2020 not linked to grant funding, once-off council funded projects and contract price increases;
- a reduction in operating grants of \$1.69M, mainly relating to once off flood and storm works;
- reduction in other receipts of \$2.30M mostly relating to a lower expected accrued revenue in 2020-2021; offset by
- increased rates and charges of \$3.14M, as a result of the 2.00% rate cap and development in the shire; and

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- increased capital grants of \$4.89M, of which \$897K in unconfirmed grants which will be applied for and confirmed during the 2020-2021 financial year.

4.3.2 Net cash flows provided by / used in investing activities (\$17.87 million decrease)

	Forecast 2019-2020 \$'000 Inflows (Outflows)	Budget 2020-2021 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	(23,308)	(40,041)	(16,733)
Proceeds from sale of property, infrastructure, plant and equipment	887	802	(85)
Payments for intangible assets	-	(1,056)	(1,056)
Net cash provided by/ (used in) investing activities	(22,421)	(40,295)	(17,874)

The increase in payments for investing activities represents an increase to payments expected for the capital works program. The 2020-2021 program includes carried forward projects from the 2019-2020 financial year of \$17.87M.

Proceeds from sale of assets reflects the expected cash flow from asset sales and fluctuates each year.

Payments for intangible assets is directly linked to the construction of new landfill cells, which creates a new or increased airspace asset. This is then amortised over time as the landfill cell is filled with waste.

4.3.3 Net cash flows provided by / used in financing activities (\$4.97 million increase)

	Forecast 2019-2020 \$'000 Inflows (Outflows)	Budget 2020-2021 \$'000 Inflows (Outflows)	Variance \$'000
Cash flows from financing activities			
Finance costs	(957)	(981)	(24)
Proceeds from borrowings	-	5,483	5,483
Repayment of borrowings	(1,821)	(2,309)	(488)
Repayment of finance lease liabilities	(591)	(612)	(21)
Net cash provided by/(used in) financing activities	(3,369)	1,581	4,971

The increase of \$4.97M is primarily due to a variance in new borrowings from 2019-2020 compared to 2020-2021. New borrowings of \$5.48M is included in 2020-2021 for Seymour Resource Recovery Centre construction, Southern Resource Recovery Centre land acquisition and design, strategic land acquisition and Patterson Street road construction.



4.4 Capital Works Program

This section presents a listing of the capital works projects that are proposed to be undertaken for the 2020-2021 financial year, classified by expenditure type and funding source. Works are disclosed as new works and carried forward works from the prior year.

4.4.1 Summary

Capital works projects fit into five (5) categories:

- Legislated obligations
- Asset renewal
- Projects that support growth
- Committed projects
- Discretionary projects

	Forecast	Budget	Change	
	2019-2020	2020-2021	\$'000	%
Property	5,292	2,256	(3,036)	(57.37%)
Plant and equipment	5,443	4,548	(895)	(16.44%)
Infrastructure	12,572	33,240	20,668	164.40%
Total	23,307	40,044	16,737	71.81%

All projects are assessed against five (5) criteria:

- Fit to Council Plan outcomes
- Community need and benefits
- Urgency
- Risk associated with non-delivery of project
- Financial impact

Capital Works Area	Project Cost	Asset expenditure types				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants / Contributions	Sales	Council Cash	Borrowings
Property	2,256	1,638	450	168	-	498	-	898	860
Plant and equipment	4,548	221	3,940	387	-	-	802	3,746	-
Infrastructure	33,240	14,733	13,587	4,920	-	8,685	-	19,932	4,623
Total	40,044	16,592	17,977	5,475	-	9,183	802	24,576	5,483

	Summary of funding sources						
	Total Capital Program	Carry forward works	Grants	Contributions	Sales	Council Cash	Borrowings
2019-2020	23,307	-	4,246	145	646	18,270	-
2020-2021	40,044	16,406	9,183	-	802	24,576	5,483
2021-2022	25,225	-	6,780	-	453	11,927	6,065
2022-2023	15,698	-	1,255	-	743	9,400	4,300
2023-2024	18,964	-	1,650	-	795	14,519	2,000

Sales, as a funding source, include plant and fleet sales only.

Council cash fluctuates based on landfill capping, rehabilitation and new cell construction needs, and the utilisation of development contributions received in prior years held in reserve but treated as council cash.

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4.4.2 New Work for 2020-2021

Capital Works Area	Project Cost \$000	Asset expenditure types				Summary of funding sources			
		New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants / Contributions \$000	Sales \$000	Council Cash \$000	Borrowings \$000
PROPERTY									
Buildings									
Broadford Outdoor Pool - Renewal works	84	-	84	-	-	-	-	84	-
Building Structural Defect Renewal Program	300	-	300	-	-	-	-	300	-
Kilmore Leisure Centre - Renewal works	50	-	50	-	-	-	-	50	-
R B Robson Stadium, Wallan - Heating and cooling installation	100	100	-	-	-	-	-	100	-
Seymour Sports and Aquatic Centre - Accessible equipment upgrade	55	-	-	55	-	-	-	55	-
Seymour Sports and Aquatic Centre - Stadium lighting upgrade	13	-	-	13	-	-	-	13	-
Seymour War Memorial Outdoor Pool - Upgrade works	72	-	-	72	-	-	-	72	-
Tallarook Outdoor Pool - Upgrade works	28	-	-	28	-	-	-	28	-
Wallan Kindergarten (Bentinck Street)	10	-	10	-	-	-	-	10	-
Wandong MCH and Kindergarten - Building extension ¹	498	498	-	-	-	498	-	-	-
Total for Buildings	1,210	598	444	168	-	498	-	712	-
Land									
Strategic Land Acquisition	960	960	-	-	-	-	-	100	860
Total for Land	960	960	-	-	-	-	-	100	860
TOTAL PROPERTY	2,170	1,558	444	168	-	498	-	812	860
PLANT AND EQUIPMENT									
Vehicles, Plant, Machinery and Equipment									
Fleet Renewal Program	1,079	-	1,079	-	-	-	288	791	-
Plant Renewal Program	2,015	-	2,015	-	-	-	514	1,501	-
Total for Vehicles, Plant, Machinery and Equipment	3,094	-	3,094	-	-	-	802	2,292	-
Computers and Telecommunications									
Councillor Equipment Purchase	30	30	-	-	-	-	-	30	-
Disaster Recovery Software	45	-	-	45	-	-	-	45	-
Duress Alarm Safety Upgrade	10	-	-	10	-	-	-	10	-
Enterprise Customer Request Management	150	150	-	-	-	-	-	150	-
Geographic Information System Software	60	-	60	-	-	-	-	60	-
Hardware Renewal Program	240	-	240	-	-	-	-	240	-
Hardware Switch Replacement Program	55	-	55	-	-	-	-	55	-
Online Forms Software	41	41	-	-	-	-	-	41	-
Service Desk Software	55	-	55	-	-	-	-	55	-

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Capital Works Area	Project Cost \$000	Asset expenditure types				Summary of funding sources			
		New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants / Contributions \$000	Sales \$000	Council Cash \$000	Borrowings \$000
Technology One - Upgrade and improvement program	100	-	-	100	-	-	-	100	-
Website Development	135	-	-	135	-	-	-	135	-
Total for Computers and Telecommunications	921	221	410	290	-	-	-	921	-
Fixtures Fittings and Furniture									
Building Renewal - Fitout	256	-	256	-	-	-	-	256	-
Total for Fixtures Fittings and Furniture	256	-	256	-	-	-	-	256	-
Library Books									
Library Stock Renewal	180	-	180	-	-	-	-	180	-
Total for Library Books	180	-	180	-	-	-	-	180	-
TOTAL PLANT AND EQUIPMENT	4,451	221	3,940	290	-	-	802	3,649	-
INFRASTRUCTURE									
Roads									
Kerb Replacement Program	300	-	300	-	-	-	-	300	-
Road Upgrade Program - Design	80	-	-	80	-	-	-	80	-
Sealed Road Renewal Program	4,500	-	4,500	-	-	1,175	-	3,325	-
Total for Roads	4,880	-	4,800	80	-	1,175	-	3,705	-
Footpaths and Cycleways									
Broadford High School Precinct - Missing link footpath	100	100	-	-	-	-	-	100	-
Callen Street Seymour - Missing link footpath	40	40	-	-	-	-	-	40	-
Footpaths and Cycleway - Renewal	300	-	300	-	-	-	-	300	-
Pyalong Primary School - Missing link footpath	250	250	-	-	-	-	-	250	-
Villers Street Seymour - Missing link footpath	20	20	-	-	-	-	-	20	-
Total for Footpaths and Cycleways	710	410	300	-	-	-	-	710	-
Bridges									
Bridge Renewal Program	400	-	400	-	-	-	-	400	-
Delatite Road, Seymour - Whiteheads Creek - Design works	70	70	-	-	-	-	-	70	-
Old Goulburn River Bridge, Seymour - Design for restoration works	100	100	-	-	-	-	-	100	-
Total for Bridges	570	170	400	-	-	-	-	570	-
Drainage									
Harley Hammond Reserve, Broadford - Drainage upgrades	100	-	-	100	-	-	-	100	-
Total for Drainage	100	-	-	100	-	-	-	100	-

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Capital Works Area	Project Cost \$000	Asset expenditure types				Summary of funding sources			
		New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants / Contributions \$000	Sales \$000	Council Cash \$000	Borrowings \$000
Recreational, Leisure and Community Facilities									
300 Northern Highway, Wallan - Design	300	300	-	-	-	-	-	300	-
Activation of Broadford Parks and Playspaces	670	-	-	670	-	670	-	-	-
Broadford Secondary College - Soccer pitch improvements ¹	98	-	-	98	-	49	-	49	-
Greenhill Reserve, Wallan - Cricket practice nets	313	-	313	-	-	50	-	263	-
Greenhill Reserve, Wallan - Upper oval lighting upgrade	313	-	-	313	-	-	-	313	-
Harley Hammond Reserve, Broadford - Pavilion, netball court and lighting	400	400	-	-	-	-	-	400	-
Kings Park, Seymour - Oval irrigation	160	-	160	-	-	-	-	160	-
L B Davern Reserve, Wandong - Tennis court renewal ¹	545	-	545	-	-	250	-	295	-
Upper Plenty Shack - Landscape upgrade	50	-	-	50	-	-	-	50	-
R B Robson Stadium, Wallan - Court lighting upgrade	69	-	-	69	-	-	-	69	-
Total for Recreational, Leisure and Community Facilities	2,918	700	1,018	1,200	-	1,019	-	1,899	-
Waste Management									
Mitchell Landfill - Cell 5 capping - Stage 1	1,000	-	1,000	-	-	-	-	1,000	-
Seymour Closed Landfill - Cap and rehabilitate site	1,200	-	1,200	-	-	-	-	1,200	-
Total for Waste Management	2,200	-	2,200	-	-	-	-	2,200	-
Parks, Open Space and Streetscapes									
Beveridge Recreation Reserve - Activation	150	-	-	150	-	-	-	150	-
Garden Bed Renewal Program	50	-	50	-	-	-	-	50	-
Social Family Recreational Space, Pyalong - Stage 2	80	80	-	-	-	-	-	80	-
Street Furniture Renewal Program - Waste bin enclosures	25	-	25	-	-	-	-	25	-
Sydney Street Rejuvenation - Bourke Street to Union Street	2,484	2,484	-	-	-	2,324	-	160	-
Sydney Street Rejuvenation - Clarke Street to Union Street	785	785	-	-	-	500	-	285	-
Taylors Creek Reserve Activation	1,750	1,750	-	-	-	1,638	-	112	-
Tooborac War Memorial - Precinct improvements ¹	125	-	-	125	-	100	-	25	-
Total for Parks, Open Space and Streetscapes	5,449	5,099	75	275	-	4,562	-	887	-
Other Infrastructure									
Christmas Decorations	10	10	-	-	-	-	-	10	-
DDA Parking Upgrade Program	60	-	-	60	-	-	-	60	-
Lions Park, Seymour - Fishing platform renewal	20	-	20	-	-	-	-	20	-
Street Lighting Program - Goulburn Valley Highway, Seymour	20	-	-	20	-	-	-	20	-
Streetlight Changeover Project - Design - Stage 1	20	20	-	-	-	-	-	20	-
Sustainability Initiatives	60	60	-	-	-	-	-	60	-
Total for Other Infrastructure	190	90	20	80	-	-	-	190	-
TOTAL INFRASTRUCTURE	17,017	6,469	8,813	1,735	-	6,756	-	10,261	-
TOTAL CAPITAL WORKS	23,638	8,248	13,197	2,193	-	7,254	802	14,722	860

1 Delivery of project is dependent on external grant funding that is unconfirmed. The project will not proceed if grant funding is not secured and alternate funding is not identified.

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4.4.3 Carried Forward Works from 2019-2020

Capital Works Area	Project Cost \$000	Asset expenditure types				Summary of funding sources			
		New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants / Contributions \$000	Sales \$000	Council Cash \$000	Borrowings \$000
PROPERTY									
Buildings									
Kings Park, Seymour - Agricultural Pavilion	80	80	-	-	-	-	-	80	-
Upper Plenty Shack	6	-	6	-	-	-	-	6	-
Total for Buildings	86	80	6	-	-	-	-	86	-
TOTAL PROPERTY	86	80	6	-	-	-	-	86	-
PLANT AND EQUIPMENT									
Computers and Telecommunications									
IT Mobility Equipment	22	-	-	22	-	-	-	22	-
Technology One Upgrades	35	-	-	35	-	-	-	35	-
Website Development	40	-	-	40	-	-	-	40	-
Total for Computers and Telecommunications	97	-	-	97	-	-	-	97	-
TOTAL PLANT AND EQUIPMENT	97	-	-	97	-	-	-	97	-
INFRASTRUCTURE									
Roads									
Blackspot - Broadford-Glenaroua Road - Intersection upgrade	50	-	-	50	-	50	-	-	-
Blackspot - Broadford-Wandong Road - Safety barriers	150	-	-	150	-	150	-	-	-
Broadford-Wandong Road - Rehabilitation works	180	-	180	-	-	-	-	180	-
Conway Street, Kilmore - Road and road safety upgrades	400	-	-	400	-	-	-	400	-
Kerb and channel renewal program	340	-	340	-	-	-	-	340	-
Kilmore East and O'Grady's Road - Intersection upgrade	1,000	-	-	1,000	-	342	-	658	-
Kilmore-East Road, Kilmore Eat - Road lowering	100	-	100	-	-	-	-	100	-
Main Road, Tallarook - Primary school streetscape	100	-	-	100	-	-	-	100	-
Patterson Street, Beveridge - Roadway construction	1,210	1,210	-	-	-	-	-	-	1,210
Sealed Road Renewal Program	2,764	-	2,764	-	-	-	-	2,764	-
Wellington Street, Wallan - Road upgrade	1,000	-	-	1,000	-	650	-	350	-
White Street, Kilmore - Carriageway Upgrade	380	-	-	380	-	-	-	380	-
Total for Roads	7,674	1,210	3,384	3,080	-	1,192	-	5,272	1,210
Footpaths and Cycleways									
Footpaths and Cycleway Renewal Program	300	-	300	-	-	-	-	300	-
High Street service lane to Chloe Drive, Broadford - Footpath missing link	150	150	-	-	-	-	-	150	-

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Capital Works Area	Project Cost \$000	Asset expenditure types				Summary of funding sources			
		New \$000	Renewal \$000	Upgrade \$000	Expansion \$000	Grants / Contributions \$000	Sales \$000	Council Cash \$000	Borrowings \$000
Melbourne Street, Kilmore - Footpath missing link	53	53	-	-	-	-	-	53	-
Union Street, Kilmore - Footpath missing link	50	50	-	-	-	-	-	50	-
Windham Street, Wallan - Footpath missing link	500	500	-	-	-	-	-	500	-
Total for Footpaths and Cycleways	1,053	753	300	-	-	-	-	1,053	-
Bridges									
Kilmore Creek Pedestrian Bridge	300	-	300	-	-	-	-	300	-
Total for Bridges	300	-	300	-	-	-	-	300	-
Drainage									
Highlands Road, Seymour	20	-	-	20	-	-	-	20	-
Total for Drainage	20	-	-	20	-	-	-	20	-
Recreational, Leisure and Community Facilities									
Chittick Park - Outdoor Youth Space	85	-	-	85	-	85	-	-	-
Greenhill Reserve, Wallan - Netball Lights	85	85	-	-	-	33	-	52	-
Harley Hammond Reserve, Broadford - Pavilion, netball court and lighting ²	1,090	1,090	-	-	-	265	-	825	-
Total for Recreational, Leisure and Community Facilities	1,260	1,175	-	85	-	383	-	877	-
Waste Management									
Mitchell Landfill - Construct Cell 6	1,026	1,026	-	-	-	-	-	1,026	-
Mitchell Landfill - Construction of Leachate Pond	333	333	-	-	-	-	-	333	-
Seymour Resource Recovery Centre Construction	2,367	2,367	-	-	-	354	-	-	2,013
Southern Resource Recovery Centre - Design	200	200	-	-	-	-	-	-	200
Southern Resource Recovery Centre - Land Purchase	1,200	1,200	-	-	-	-	-	-	1,200
Total for Waste Management	5,126	5,126	-	-	-	354	-	1,359	3,413
Parks, Open Space and Streetscapes									
Activating Ryan's Creek Reserve, Kilmore	780	-	780	-	-	-	-	780	-
Total for Parks, Open Space and Streetscapes	780	-	780	-	-	-	-	780	-
Other Capital									
Kilmore Town Entry Signs - Design and consultation	10	-	10	-	-	-	-	10	-
Total for Other Capital	10	-	10	-	-	-	-	10	-
TOTAL INFRASTRUCTURE	16,223	8,264	4,774	3,185	-	1,929	-	9,671	4,623
TOTAL CARRIED FORWARD CAPITAL WORKS	16,406	8,344	4,780	3,282	-	1,929	-	9,854	4,623

2 This project is planned as a multi-year project and will be combined with 2020-2021 Capital Works Budget



5. Financial Performance Indicators

The following table highlights Council's current and projected performance across a range of key financial performance indicators. These indicators provide a useful analysis of Council's financial position and performance and should be used in the context of the organisation's objectives.

Indicator	Measure	KPI	Notes	Actual 2018-2019	Forecast 2019-2020	Budget 2020-2021	Strategic Resource Plan Projections		
							2021-2022	2022-2023	2023-2024
<i>Operating position</i>									
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	0-10%	5.1	7.9%	3.6%	2.2%	3.0%	3.6%	4.9%
<i>Liquidity</i>									
Working Capital	Current assets / current liabilities	120-200%	5.2	382.1%	320.2%	284.8%	223.0%	266.4%	305.4%
Unrestricted cash	Unrestricted cash / current liabilities	50-100%	5.3	132.5%	129.8%	110.9%	79.8%	87.4%	91.8%
<i>Obligations</i>									
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	20-60%	5.4	33.0%	26.3%	31.3%	35.9%	29.2%	25.5%
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue	0-10%	5.4	5.8%	5.9%	6.6%	6.6%	13.8%	6.2%
Indebtedness	Non-current liabilities / own source revenue	10-40%	5.4	33.5%	36.6%	37.3%	31.6%	28.0%	24.3%
Asset renewal	Asset renewal expenditure / depreciation	90-110%	5.5	107.8%	74.3%	138.4%	75.7%	63.8%	78.5%
<i>Stability</i>									
Rates concentration	Rate revenue / adjusted underlying revenue	50-80%	5.6	62.0%	66.0%	68.5%	68.1%	68.0%	67.9%
Rates effort	Rate revenue / CIV of rateable properties in the municipality	0.2-0.6%		0.45%	0.42%	0.42%	0.43%	0.46%	0.49%
<i>Efficiency</i>									
Expenditure level	Total expenditure / no. of property assessments	n/a		\$3,013	\$3,164	\$3,120	\$3,170	\$3,193	\$3,202
Revenue level	Residential rate revenue / No. of residential property assessments	n/a		\$1,946	\$1,362	\$1,455	\$1,435	\$1,414	\$1,394
Workforce turnover	No. of permanent staff resignations and terminations / average no. of permanent staff for the financial year	10-15%		14.9%	13.5%	13.5%	13.5%	13.5%	13.5%



The Victorian Auditor General's Office assess each Council annually in terms of sustainability. Council is expected to be assessed as a low risk Council in 2019-2020. However, it is expected that Council will range between low to medium risk over the period of the Strategic Resource Plan.

Notes to indicators

5.1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. A key goal of the long-term financial plan is to maintain an adjusted underlying surplus. The adjusted underlying result reduces from the 2019-2020 forecast in 2020-2021 but steadily increases into the future.

5.2 Working capital – With a past focus on building cash and investments, Council's working capital will remain favourable. Current assets will sufficiently cover Council operations and current liabilities.

5.3 Unrestricted cash – Unrestricted cash is expected to decline in 2021-2022, and then is on an inclining trend over the following two years of the Strategic Resource Plan. This is a result of necessary increased costs in service and infrastructure delivery required for our existing, growing and new communities. Council will be proactive in delivering best value services whilst improving this indicator.

5.4 Loans and Borrowings – Council's current plan includes borrowings for capital expenditure.

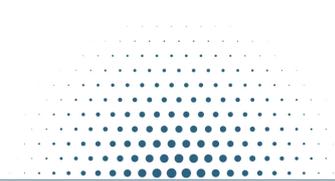
Council's repayments as a percentage of Rate Revenue peaks at 13.8% in 2022-2023 due to a scheduled loan payout. Outside of the loan payout the KPI is forecast to remain within an acceptable range.

Council's indebtedness ratio in 2018-2019 was 33.5%. This ratio will fluctuate dependent upon Council's borrowing and capital works requirements and will be refined each year as further borrowings are identified and utilised to deliver infrastructure to the community.

5.5 Asset renewal – This percentage indicates the extent of Council's renewals against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and future capital expenditure will be required to renew assets.

Mitchell Shire is unique in that the location offers urban, peri-urban and rural landscapes. Being a Council balancing the needs of growth, interface, and rural adds pressure for new and renewal as Council strives to balance individual town needs. Council will renew assets where resources are available and seek grant funding to increase new and upgrade opportunities.

Asset renewal in 2020-2021 is 138.4% which is greater than the KPI range. Even if carry forward renewal expenditure is excluded from the calculation, asset renewal would still be above 100%. Despite this, asset renewal rates are not expected to meet 100% in 2021-2022 through to 2023-2024 as Council balances the need for new, renewal and upgrade. Council will ensure all renewal projects are prioritised to ensure renewal funds are directed where needed the most. The impacts of not achieving sufficient asset renewal will be monitored closely.



5.6 Rates concentration – This ratio reflects the extent of reliance on rate revenue to fund all of Council's on-going services. The trend indicates Council is more reliant on rate revenue compared to all other revenue sources. It is important that Council's own source revenue is able to fund ongoing operations. Additional funding helps fund key services in addition to enhancing and advancing service improvements.

Appendix A

Fees and charges

This appendix presents a listing of Council's fees and charges for 2020-2021.

Note, this schedule only includes fees that Council sets. There are other fees that are set by statute and charged by Council in addition to this list. These statutory fees are made in accordance with legislative requirements and are not set by Council.

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Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Asset Protection					
Asset Reinstatement Fees					
Asset Renewal - Administration Fee	Occasion	-	200.00	200.00	100.0%
Drainage	Occasion	-	Cost recovery	-	100.0%
Footpaths	Occasion	-	Cost recovery	-	100.0%
Garden Beds	Occasion	-	Cost recovery	-	100.0%
Park and Playgrounds	Occasion	-	Cost recovery	-	100.0%
Sealed Road	Occasion	-	Cost recovery	-	100.0%
Trees	Occasion	-	Cost recovery	-	100.0%
Building					
Permits - Commercial Works					
Application for Occupancy Permit (POPE) - Major >1000	Permit	1,130.00	1,186.50	56.50	5.0%
Application for Occupancy Permit (POPE) - Minor <1000	Permit	340.00	360.00	20.00	5.9%
Building Permit Amendment (Major)	Permit	280.00	295.00	15.00	5.4%
Building Permit Amendment (Minor)	Permit	75.00	80.00	5.00	6.7%
Class 5-9 over \$300,000	Permit	Price on Application	Price on Application	-	0.0%
Class 5-9 up to \$300,000	Permit	Price on Application	Price on Application	-	0.0%
Copy of Building Permit or Occupancy Permit (electronic)	Permit	31.00	32.50	1.50	4.8%
Planning Information	Permit	40.00	42.00	2.00	5.0%
Shop fit out (cost less than \$20,000)	Permit	569.00	598.00	29.00	5.1%
Permits - Miscellaneous					
Building Permit Extension of Time	Permit	205.00	215.00	10.00	4.9%
Copy of Building Permit or Occupancy Permit (recall request)	Permit	88.00	92.50	4.50	5.1%
Copy of Commercial Plans (recall request)	Permit	175.00	184.00	9.00	5.1%
Copy of Residential Plans (recall request)	Permit	105.00	110.00	5.00	4.8%
Re-Inspections or Additional inspections	Permit	153.00	160.00	7.00	4.6%
Title Search	Permit	43.00	\$50 + cost of title	n/a	n/a
Weekend Inspections	Permit	215.00	225.00	10.00	4.7%
Permits - Outbuildings					
<\$20,000 including steel garages, carports, verandas, decks, retaining walls etc	Permit	560.00	588.00	28.00	5.0%
Brick Garages	Permit	641.00	673.00	32.00	5.0%
Sheds over \$20,000 up to \$100,000 (over \$100,000 commercial rates)	Permit	1,040.00	1,092.00	52.00	5.0%
Permits - Residential					
Demolitions (where protection work not required)	Permit	650.00	1,000.00	350.00	53.8%
Dwelling Extensions/Alterations (All) Owner Builder (Up to \$100,000)	Permit	1,460.00	1,533.00	73.00	5.0%
Dwelling Extensions/Alterations (all) Registered Builders (Up to \$100,000)	Permit	1,060.00	1,113.00	53.00	5.0%
Minor Dwelling Alterations (removal of internal wall, increasing a window size)	Permit	560.00	588.00	28.00	5.0%
Multi-Unit Development (each)	Permit	1,035.00	1,087.00	52.00	5.0%
New Dwelling (\$150,000 to \$300,000) Owner Builder	Permit	2,550.00	2,678.00	128.00	5.0%
New Dwelling (\$150,000 to \$300,000) Registered Builders	Permit	2,025.00	2,127.00	102.00	5.0%
New Dwelling (Up to \$150,000) Owner Builder	Permit	2,140.00	2,247.00	107.00	5.0%
New Dwelling (Up to \$150,000) Registered Builders	Permit	1,700.00	1,785.00	85.00	5.0%
New Dwellings (\$300,000-\$500,000) Owner Builder	Permit	3,600.00	3,780.00	180.00	5.0%
New Dwellings (\$300,000-\$500,000) Registered Builder	Permit	2,900.00	3,045.00	145.00	5.0%
New dwellings (Over \$500,000) - Price on Application	Permit	Price on Application	Price on Application	-	0.0%
Permits - Swimming Pools & Safety Barriers					
Above / In-ground pools (fibreglass)	Permit	600.00	630.00	30.00	5.0%
In-ground pools (concrete only)	Permit	785.00	825.00	40.00	5.1%
Safety Barrier permit	Permit	360.00	370.00	10.00	2.8%
Planning					
Excludes fees subject to Planning & Environment (Fees) Regs 2000					
Advertising fee for each letter required	Occasion	7.00	8.00	1.00	14.3%
Advertising fee per sign	Occasion	82.00	84.00	2.00	2.4%
Extension of time request	Occasion	246.00	270.00	24.00	9.8%
File Retrieval fee - offsite retrieval	File	113.00	116.00	3.00	2.7%
File Retrieval fee - onsite retrieval	File	57.00	58.00	1.00	1.8%
Preparing a Section 173 Agreement	Occasion	At Market Cost	At Market Cost	-	0.0%
Request for secondary consent	Occasion	240.00	270.00	30.00	12.5%
Supplying a copy of a Planning Permit with plans (includes file retrieval)	Permit	123.00	126.00	3.00	2.4%
Supplying a copy of Planning Permit (no plans) or copy of plans alone (includes file retrieval)	Permit	82.00	84.00	2.00	2.4%
Excludes fees subject to Planning & Environment (Fees) Regs 2004					
Provision of written advice (50% removed from the planning application fee if the advice indicates a permit is needed and lodged)	Occasion	134.00	137.00	3.00	2.2%
Statutory Planning Fee					
Copy of permit or endorsed plans (electronic only - where available)	Permit	36.00	37.00	1.00	2.8%
Formal pre-application process (major proposals)	Permit	277.00	284.00	7.00	2.5%
Formal pre-application process (minor proposals)	Permit	164.00	168.00	4.00	2.4%
Open Space valuations (2nd and subsequent)	Permit	Cost recovery	Cost recovery	-	0.0%
Subdivision Inspection (2nd and subsequent)	Permit	134.00	137.00	3.00	2.2%

BUDGET 2020–2021.

Mitchell Shire Council



Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Strategic Planning					
Development Plan Applications					
Advertising fee for each letter required	Occasion	7.00	7.20	0.20	2.9%
Application fee for a Development Plan which includes the subdivision of land (up to 200 lots)	Application	1,230.00	1,260.00	30.00	2.4%
Application fee for a Development Plan which includes the subdivision of land (over 200 lots maximum \$2,100)	Application	2,050.00	2,100.00	50.00	2.4%
Application fee for all other Development Plan types	Application	431.00	442.00	11.00	2.6%
Application fee for an amended Development Plan - Minor	Application	431.00	442.00	11.00	2.6%
Newspaper advertising	Occasion	Cost recovery + 20%	Cost recovery + 20%	-	0.0%
Planning Scheme Amendments					
Advertising fee for each letter required	Occasion	7.00	7.20	0.20	2.9%
Application fee for an amended Development Plan - Major	Application	736.00	754.00	18.00	2.4%
Newspaper advertising	Occasion	Cost recovery + 20%	Cost recovery + 20%	-	0.0%
Infrastructure Works and Development					
Subdivisions and Development					
Consent to work on council land application	Application	-	150.00	150.00	100.0%
Deferral of required works - administration fee	Occasion	250.00	256.00	6.00	2.4%
Design checking for civil works - Non-Council assets or development works	Application	579.00	593.00	14.00	2.4%
Design checking for landscape works	Application	-	593.00	593.00	100.0%
Drainage connection permit and inspection to Council's easement drains	Application	149.00	153.00	4.00	2.7%
Engineering Plan Search Fee	Application	62.00	64.00	2.00	3.2%
Inspection Fee - additional inspections	Inspection	149.00	153.00	4.00	2.7%
Local Drainage Information	Occasion	-	In line with Legal Point of Discharge	-	100.0%
Non Standard Street Lighting fee - 1-10 lights	Per Stage	1 x cost of light + 2 x cost of	1 x cost of light + 2 x cost of	-	0.0%
Non Standard Street Lighting fee - 11-20 lights	Per Stage	10% cost of lights + 20% cost of lanterns	10% cost of lights + 20% cost of lanterns	-	0.0%
Non Standard Street Lighting fee - 21-50 lights	Per Stage	7.5% cost of lights + 15% cost of lanterns	7.5% cost of lights + 15% cost of lanterns	-	0.0%
Non Standard Street Lighting fee - 51+ lights	Per Stage	5.0% cost of lights + 10% cost of lanterns	5.0% cost of lights + 10% cost of lanterns	-	0.0%
Supervision of Civil works	Application	2.5% cost of construction of assets	2.5% cost of construction of assets	-	0.0%
Supervision of Landscaping works	Application	2.5% cost of construction of assets	2.5% cost of construction of assets	-	0.0%
Corporate Services					
Rates & Charges					
Land Information Certificate (3 day turnaround)	Assessment	50.00	55.00	5.00	10.0%
Overdue Debtor Administration Fee	Assessment	-	10.00	10.00	100.0%
Search fee - historical ratepayer information (per hour - minimum 1 hour)	Hour	62.00	63.50	1.50	2.4%
Facilities					
Beveridge Primary School Stadium					
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Casual user	Per Hour/Per Court	-	33.80	33.80	100.0%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Junior club casual user	Per Hour/Per Court	-	24.60	24.60	100.0%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Regular user/association	Per Hour/Per Court	-	31.80	31.80	100.0%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Junior club regular user/association	Per Hour/Per Court	-	22.60	22.60	100.0%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Casual user	Per Hour/Per Court	-	39.00	39.00	100.0%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Junior club casual user	Per Hour/Per Court	-	29.20	29.20	100.0%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Regular user/association	Per Hour/Per Court	-	31.80	31.80	100.0%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Junior club regular user/association	Per Hour/Per Court	-	26.70	26.70	100.0%

BUDGET 2020–2021.

Mitchell Shire Council



Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Broadford and Wandong Stadiums					
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Casual user	Per Hour/Per Court	33.00	33.80	0.80	2.4%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Junior club casual user	Per Hour/Per Court	24.00	24.60	0.60	2.5%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Regular user/association	Per Hour/Per Court	31.00	31.80	0.80	2.6%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Junior club regular user/association	Per Hour/Per Court	22.00	22.60	0.60	2.7%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Casual user	Per Hour/Per Court	38.00	39.00	1.00	2.6%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Junior club casual user	Per Hour/Per Court	28.50	29.20	0.70	2.5%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Regular user/association	Per Hour/Per Court	34.50	35.40	0.90	2.6%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Junior club regular user/association	Per Hour/Per Court	26.00	26.70	0.70	2.7%
Mitchel Shire Schools - high regular use	As Negotiated	As Negotiated	As Negotiated	-	0.0%
Multi purpose activity room - Casual user - Commercial/Private	Hour	21.50	22.00	0.50	2.3%
Multi purpose activity room - Casual user - Community/School	Hour	12.80	13.10	0.30	2.3%
Multi purpose activity room - Regular user - Commercial/Private	Hour	19.50	20.00	0.50	2.6%
Multi purpose activity room - Regular user - Community/School	Hour	9.75	10.00	0.25	2.6%
Squash court hire - casual user (Broadford Stadium only)	Per Hour/Per Court	13.80	14.10	0.30	2.2%
Squash court hire - regular user (Broadford Stadium only)	Per Hour/Per Court	12.80	13.10	0.30	2.3%
Broadford Hall					
Hall (including Supper Room and Kitchen) - 1/2 Day or Evening	4 Hours	282.00	289.00	7.00	2.5%
Hall (including Supper Room and Kitchen) - full day	8 Hours	564.00	578.00	14.00	2.5%
Hall (including Supper Room and Kitchen) - Casual - Commercial/Private	Hour	103.00	105.50	2.50	2.4%
Hall (including Supper Room and Kitchen) - Casual - Community/School	Hour	52.00	53.50	1.50	2.9%
Hall (including Supper Room and Kitchen) - Casual - NFP/Government	Hour	72.00	74.00	2.00	2.8%
Chittick Park Community Place					
Community Place Building - Commercial/Private	Hour	74.00	76.00	2.00	2.7%
Community Place Building - Community Group - casual user	Hour	29.20	29.90	0.70	2.4%
Community Place Building - Community Group - regular user	Hour	18.50	19.00	0.50	2.7%
Large Meeting Room - Functions (4 hours+)	Session	261.00	268.00	7.00	2.7%
Kilmore and Wallan Library Room Hire					
John Taylor Room - Commercial/Private (Kilmore Library only)	Hour	74.00	76.00	2.00	2.7%
John Taylor Room - Community group - casual user (Kilmore Library only)	Hour	29.20	30.00	0.80	2.7%
John Taylor Room - Community group - regular user (Kilmore Library only)	Hour	18.50	20.00	1.50	8.1%
John Taylor Room - Functions (4 hours+) (Kilmore Library only)	Hour	261.00	300.00	39.00	14.9%
Small Meeting Room - Commercial/private - casual user	Hour	31.80	33.00	1.20	3.8%
Small Meeting Room - Community group - regular or casual user	Hour	10.80	11.00	0.20	1.9%
Markets					
Large (over 60 stalls)	Half day	205.00	210.00	5.00	2.4%
Large (over 60 stalls)	Day	405.00	415.00	10.00	2.5%
Medium (31-60 stalls)	Half day	116.00	119.00	3.00	2.6%
Medium (31-60 stalls)	Day	226.00	232.00	6.00	2.7%
Small (up to 30 stalls)	Half day	63.00	64.50	1.50	2.4%
Small (up to 30 stalls)	Day	126.00	129.00	3.00	2.4%
Events					
Events - over 200 people	Day	405.00	415.00	10.00	2.5%
Events - up to 200 people	Day	226.00	232.00	6.00	2.7%
Weddings/Ceremonies					
Cancellation fee for any booking (less than 1 week from the booking date)	Per cancellation	No refund	No refund	-	0.0%
Cancellation fee for any booking (less than a month from booking date)	Per cancellation	50% refund	50% refund	-	0.0%
Cancellation fee for any booking (over a month from booking date)	Per cancellation	100% refund	100% refund	-	0.0%
Casual booking - weddings and ceremonies - up to 1 hour	Hour	58.00	59.50	1.50	2.6%
Casual booking - weddings and ceremonies - up to 2 hours	Hour	107.50	110.00	2.50	2.3%
*Fee only applies if exclusive use of particular site e.g. Goulburn Park Rotunda					
Casual booking - weddings and ceremonies - up to 4 hours	Hour	215.00	220.00	5.00	2.3%
Open Space Hire					
Personal Training Open Space Fee - Annual Subscription	Annual	630.00	646.00	16.00	2.5%
Personal Training Open Space Fee - Casual	Hour	13.80	14.10	0.30	2.2%
Sportsground Pavilion/Change Room Hire - Summer 2019/20 and Winter 2020 seasons					
Change Room Only - 2 change rooms - casual	Occasion	21.00	21.50	0.50	2.4%
Change Room Only - 4 change rooms - casual	Occasion	42.00	43.10	1.10	2.6%
Sportsground Pavilion - casual	Hour	13.80	14.10	0.30	2.2%
Sportsground Pavilion - casual	Half day	54.00	55.50	1.50	2.8%
Sportsground Pavilion - casual	Full day	107.50	110.00	2.50	2.3%
Sportsground Pavilion - seasonal use	Season	573.00	590.00	17.00	3.0%

BUDGET 2020–2021.

Mitchell Shire Council



Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Sportsground Playing Field Hire - Summer 2019/20 and Winter 2020 seasons					
Bennet - Fixtured games and training	Season	1,024.00	1,050.00	26.00	2.5%
Bennet - Fixtured games and training (junior club)	Season	748.00	770.00	22.00	2.9%
Broadford Sports Precinct Oval - Fixtured games and training	Season	1,024.00	1,050.00	26.00	2.5%
Broadford Sports Precinct Oval - Fixtured games and training (junior club)	Season	748.00	770.00	22.00	2.9%
Broadford Sports Precinct Soccer Pitch - Fixtured games and training	Season	614.00	630.00	16.00	2.6%
Broadford Sports Precinct Soccer Pitch - Fixtured games and training (junior club)	Season	450.00	460.00	10.00	2.2%
Casual hire	Day	184.50	190.00	5.50	3.0%
Casual hire	Half Day	95.00	97.50	2.50	2.6%
Casual hire - Junior activity / school sports carnival	Day	137.00	140.50	3.50	2.6%
Casual hire - Junior activity / school sports carnival	Half Day	68.00	69.50	1.50	2.2%
Greenhill upper/Greenhill lower - Fixtured games and training	Season	1,580.00	1,620.00	40.00	2.5%
Greenhill upper/Greenhill lower - Fixtured games and training (junior club)	Season	1,185.00	1,210.00	25.00	2.1%
Intra school PE/sports use during school hours - Mitchell Shire Schools	Day	No charge	No charge	-	0.0%
J J Clancy / LB Davern / Chittick - Fixtured games and training	Season	1,310.00	1,340.00	30.00	2.3%
J J Clancy / LB Davern / Chittick - Fixtured games and training (junior club)	Season	1,010.00	1,030.00	20.00	2.0%
Sports Lighting Use	Hours of Use	Cost Recovery	Cost Recovery	-	0.0%
Wallan Secondary College Oval - Fixtured games and training	Season	1,310.00	1,345.00	35.00	2.7%
Wallan Secondary College Oval - Fixtured games and training (junior club)	Season	1,010.00	1,030.00	20.00	2.0%
Wallan and Broadford Youth Rooms					
Large Meeting Room - Casual - Commercial/Private	Hour	41.00	42.00	1.00	2.4%
Large Meeting Room - Casual - Community/School	Hour	20.50	21.00	0.50	2.4%
Large Meeting Room - Casual - NFP/Government	Hour	28.70	29.40	0.70	2.4%
Large Meeting Room - Ongoing - Commercial/Private	Hour	36.90	37.80	0.90	2.4%
Large Meeting Room - Ongoing - Community/School	Hour	16.90	17.30	0.40	2.4%
Large Meeting Room - Ongoing - NFP/Government	Hour	24.60	25.20	0.60	2.4%
Wallan Family and Children's Centre					
Consulting Rooms (1 or 4) - Commercial	Hour	15.90	17.00	1.10	6.9%
Consulting Rooms (1 or 4) - Commercial	Day	74.00	76.00	2.00	2.7%
Consulting Rooms (1 or 4) - NFP/Government	Hour	10.80	11.00	0.20	1.9%
Consulting Rooms (1 or 4) - NFP/Government	Day	53.00	55.00	2.00	3.8%
Multi Purpose Room - Commercial	Hour	53.00	55.00	2.00	3.8%
Multi Purpose Room - NFP/Government	Hour	31.80	33.00	1.20	3.8%
Wallan Multi-Purpose Community Centre					
Hall - Casual - Commercial/Private	Hour	48.70	49.90	1.20	2.5%
Hall - Casual - Community/School	Hour	24.60	25.20	0.60	2.4%
Hall - Casual - NFP/Government	Hour	34.30	35.20	0.90	2.6%
Hall - Ongoing - Commercial/Private	Hour	44.10	45.20	1.10	2.5%
Hall - Ongoing - Community/School	Hour	19.50	20.00	0.50	2.6%
Hall - Ongoing - NFP/Government	Hour	29.20	29.90	0.70	2.4%
Hall/Kitchen/Foyer - Casual - Commercial/Private	Hour	81.00	83.00	2.00	2.5%
Hall/Kitchen/Foyer - Casual - Community/School	Hour	40.50	41.50	1.00	2.5%
Hall/Kitchen/Foyer - Ongoing - Commercial/Private	Hour	72.00	74.00	2.00	2.8%
Hall/Kitchen/Foyer - Ongoing - Community/School	Hour	31.80	32.60	0.80	2.5%
Hall/Kitchen/Foyer - Ongoing - NFP/Government	Hour	48.70	49.90	1.20	2.5%
Large Meeting Room - Casual - Commercial/Private	Hour	41.00	42.00	1.00	2.4%
Large Meeting Room - Casual - Community/School	Hour	20.50	21.00	0.50	2.4%
Large Meeting Room - Casual - NFP/Government	Hour	28.70	29.40	0.70	2.4%
Large Meeting Room - Ongoing - Commercial/Private	Hour	36.90	37.80	0.90	2.4%
Large Meeting Room - Ongoing - Community/School	Hour	16.90	17.30	0.40	2.4%
Large Meeting Room - Ongoing - NFP/Government	Hour	24.60	25.20	0.60	2.4%
Wallan Secondary College					
Court Hire - Casual - Commercial/Private	Hour	29.20	29.90	0.70	2.4%
Court Hire - Casual - Community/School	Hour	9.80	10.05	0.25	2.6%
Court Hire - Casual - NFP/Government	Hour	14.90	15.30	0.40	2.7%
Court Hire - Ongoing - Commercial/Private	Hour	26.10	26.80	0.70	2.7%
Court Hire - Ongoing - Community/School	Hour	8.70	8.90	0.20	2.3%
Court Hire - Ongoing - NFP/Government	Hour	12.80	13.10	0.30	2.3%
Court Hire lights - Casual - Commercial/Private	Hour	44.10	45.20	1.10	2.5%
Court Hire with lights - Casual - Community/School	Hour	13.80	14.10	0.30	2.2%
Court Hire with lights - Casual - NFP/Government	Hour	31.80	32.60	0.80	2.5%
Court Hire with lights - Ongoing - Commercial/Private	Hour	40.00	41.00	1.00	2.5%
Court Hire with lights - Ongoing - Community/School	Hour	11.80	12.10	0.30	2.5%
Court Hire with lights - Ongoing - NFP/Government	Hour	20.00	20.50	0.50	2.5%
Leisure Centres					
Aerobics					
Aerobic Casual	Occasion	15.40	15.80	0.40	2.6%
Gym Casual	Occasion	18.50	19.00	0.50	2.7%
Seniors Concession	Occasion	6.80	7.00	0.20	2.9%
Yoga Casual	Occasion	17.40	17.80	0.40	2.3%
Birthday Parties					
Birthday parties	Occasion	Pricing available upon request	Pricing available upon request	-	0.0%
Fitness Assessments					
Body Composition Testing	Assessment	36.90	37.80	0.90	2.4%
Non Member health consultation or program demonstration	Assessment	43.00	44.10	1.10	2.6%

BUDGET 2020–2021.

Mitchell Shire Council



Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Instructor Hire					
Fitness session	Session	60.00	61.50	1.50	2.5%
Memberships					
10 Pass Group Fitness	Pass	138.60	142.20	3.60	2.6%
10 Pass Health Club	Pass	166.50	171.00	4.50	2.7%
10 Pass Yoga	Pass	156.60	160.20	3.60	2.3%
10 session pass - adult swim membership	Pass	57.60	59.40	1.80	3.1%
10 session pass - child/concession swim membership	Pass	43.20	45.00	1.80	4.2%
10 session senior's pass (seniors classes only)	Pass	61.20	63.00	1.80	2.9%
12 month Lifestyle Membership	Membership	871.00	892.80	21.80	2.5%
12 month Lifestyle Membership concession/off peak	Membership	653.30	669.60	16.30	2.5%
3 Month Lifestyle Membership	Membership	292.00	300.00	8.00	2.7%
3 Month Lifestyle Membership concession/off peak	Membership	220.00	225.00	5.00	2.3%
30 session pass - child concession swim membership	Pass	120.00	125.00	5.00	4.2%
30 session pass - swim membership	Pass	160.00	165.00	5.00	3.1%
Direct Debit - adult swim	Fortnight	18.60	19.10	0.50	2.7%
Direct Debit - concession swim	Fortnight	13.90	14.30	0.40	2.9%
Direct Debit - Lifestyle Membership	Fortnight	34.10	34.95	0.85	2.5%
Direct Debit - Lifestyle Membership concession/off peak	Fortnight	25.60	26.25	0.65	2.5%
Direct Debit - Lifestyle Membership Corporate	Fortnight	30.60	31.45	0.85	2.8%
Secondary School membership 10 week Lifestyle	Program	105.00	107.70	2.70	2.6%
Workcover Lifestyle 3 months	Program	326.00	335.00	9.00	2.8%
Workcover Swim 3 months	Program	177.50	182.00	4.50	2.5%
Personal Training					
Members 10 x ½ hour PT pass	Pass	410.40	420.30	9.90	2.4%
Members 10 x 1 hour PT pass	Pass	589.50	603.90	14.40	2.4%
Members 30 minutes	Occasion	45.60	46.70	1.10	2.4%
Members 60 minutes	Occasion	65.50	67.10	1.60	2.4%
Non members 10 x ½ hour PT pass	Pass	481.50	495.00	13.50	2.8%
Non members 10 x 1 hour PT pass	Pass	666.00	684.00	18.00	2.7%
Non members 30 minutes	Occasion	53.50	55.00	1.50	2.8%
Non members 60 minutes	Occasion	74.00	76.00	2.00	2.7%
Programs					
Children's holidays programs per session	Session	18.80	19.40	0.60	3.2%
Creche (per child) 1.5 hours	Child	7.50	7.70	0.20	2.7%
Creche (per child) 10 x 1.50 hr session pass	Pass	67.50	69.30	1.80	2.7%
Creche (per child) 10 x 2 hr session pass	Pass	84.60	87.30	2.70	3.2%
Creche (per child) 2 hours	Child	9.40	9.70	0.30	3.2%
Occasional Care (per child)	Hour	9.40	9.70	0.30	3.2%
Occasional Care (per child) 1.5 hrs	Session	14.10	14.55	0.45	3.2%
School entry – Fitness	Entry	5.30	5.50	0.20	3.8%
Teen gym 10 session pass	Pass	61.20	63.00	1.80	2.9%
Teen gym per session	Session	6.80	7.00	0.20	2.9%
Seymour Sports and Aquatic Centre Stadium					
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Casual user	Per Hour/Per Court	33.00	33.80	0.80	2.4%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Junior club casual user	Per Hour/Per Court	24.00	24.60	0.60	2.5%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Regular user/association	Per Hour/Per Court	31.00	31.80	0.80	2.6%
Court hire OFF PEAK (8am-4pm Mon to Fri and all day Sun) - Junior club regular user/association	Per Hour/Per Court	22.00	22.60	0.60	2.7%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Casual user	Per Hour/Per Court	38.00	39.00	1.00	2.6%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Junior club casual user	Per Hour/Per Court	28.50	29.20	0.70	2.5%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Regular user/association	Per Hour/Per Court	34.50	35.40	0.90	2.6%
Court hire PEAK (4pm-10pm Mon to Fri and all day Sat) - Junior club regular user/association	Per Hour/Per Court	27.00	27.70	0.70	2.6%
Swim School					
Direct Debit - School & preschool age lessons	Fortnight	29.40	30.60	1.20	4.1%
Direct Debit - Semi-Private Lessons	Fortnight	51.50	53.55	2.05	4.0%
Instructor Hire for Programs and Events	Occasion	46.60	47.80	1.20	2.6%
Intensive Swim Program (1 week) (Buy 5 for the price of 4)	Program	73.50	76.50	3.00	4.1%
Learn to Swim (payable for full semester)	Lesson	17.90	18.70	0.80	4.5%
Semi-Private (2-3 per session) (payable for full semester)	Lesson	31.00	32.75	1.75	5.6%
Swimming					
Adult Swim	Occasion	6.40	6.60	0.20	3.1%
Child Swim	Occasion	4.80	5.00	0.20	4.2%
Concession Swim	Occasion	4.80	5.00	0.20	4.2%
Family Swim - 2 adults and 3 children (under 18) *Additional family members - concession rate applies	Occasion	20.80	21.60	0.80	3.8%
Full pool hire - (for every additional 75 patrons)	Hour	46.60	47.80	1.20	2.6%
Full pool hire - (up to 75 people)	Hour	170.00	184.80	14.80	8.7%
Pool hire per lane	Hour	42.50	46.20	3.70	8.7%
School Entry Swim	Entry	4.00	4.30	0.30	7.5%

BUDGET 2020–2021.

Mitchell Shire Council



Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Outdoor Pools					
Broadford / Seymour / Tallarook Swimming Pools					
Full pool hire - (for every additional 75 patrons)	Hour	46.60	47.80	1.20	2.6%
Full pool hire (up to 75 patrons) - Broadford	Hour	170.00	184.80	14.80	8.7%
Full pool hire (up to 75 patrons) - Seymour	Hour	212.50	231.00	18.50	8.7%
Full pool hire (up to 75 patrons) - Tallarook	Hour	170.00	184.80	14.80	8.7%
Libraries					
Broadford / Kilmore / Seymour / Wallan Library					
A3 Black and White - print or copy	Page	0.60	0.60	-	0.0%
A3 Black and White - print or copy (double sided)	Page	0.70	0.70	-	0.0%
A3 Colour - print or copy	Page	2.30	2.30	-	0.0%
A3 Colour - print or copy (double sided)	Page	2.60	2.60	-	0.0%
A4 Black and White - print or copy	Page	0.40	0.40	-	0.0%
A4 Black and White - print or copy (double sided)	Page	0.50	0.50	-	0.0%
A4 Colour - print or copy	Page	1.80	1.80	-	0.0%
A4 Colour - print or copy (double sided)	Page	2.00	2.00	-	0.0%
Fines (max per item \$7.50)	Day	0.30	0.30	-	0.0%
Library Programs and School Holiday Activities	Program	\$0 - \$200	\$0 - \$200	-	0.0%
Lost/Damaged Item	Item	Replacement cost + \$8.10	Replacement cost + \$8.50	0.40	4.9%
Replacement Card	Card	2.70	3.00	0.30	11.1%
School Programs	Program	\$0 - \$200	\$0 - \$200	1.00	0.0%
Community Services					
Children Services					
Term 1 & 2 2021 (per term per child - 3 year old)	Term	260.00	270.00	10.00	3.8%
Term 1 & 2 2021 (per term per child - 4 year old)	Term	385.00	395.00	10.00	2.6%
Term 3 & 4 2020 (per term per child - 3 year old)	Term	240.00	260.00	20.00	8.3%
Term 3 & 4 2020 (per term per child - 4 year old)	Term	365.00	385.00	20.00	5.5%
Environment					
Environment - Plan Checking					
Inspection Fee - additional inspection	Inspection	149.00	152.50	3.50	2.3%
Site Environmental Management Plan - non construction	Plan	338.00	346.00	8.00	2.4%
Environmental Health					
Environment Protection Act 1970					
Amendments to waste water application	Occasion	-	120.00	120.00	100.0%
Minor Alterations to waste water system	Occasion	-	290.00	290.00	100.0%
Septic Tank (Advanced Wastewater Treatment)	Registration	595.00	620.00	25.00	4.2%
Septic Tank Permit (Tank and Lines)	Registration	595.00	620.00	25.00	4.2%
Septic Tank Plan Search	Registration	65.00	70.00	5.00	7.7%
Food Act 1984 – Food Act					
Additional Inspection Fee (within 48 hours)	Registration	267.00	275.00	8.00	3.0%
Additional Inspection Fee (within 5 working days)	Registration	170.00	175.00	5.00	2.9%
Request for Inspection Fee	Registration	170.00	175.00	5.00	2.9%
Transfer Fee	Registration	50% of Renewal Fee	50% of Renewal Fee	-	0.0%
Food Act 1984 – Food Act Registration					
Class C1 Application for Registration	Registration	615.00	630.00	15.00	2.4%
Class C1 Renewal of Registration	Registration	460.00	475.00	15.00	3.3%
Class C2 Application for Registration	Registration	515.00	530.00	15.00	2.9%
Class C2 Community Group - Application for Registration	Registration	226.00	235.00	9.00	4.0%
Class C2 Community Group - Renewal of Registration	Registration	52.00	55.00	3.00	5.8%
Class C2 Renewal of Registration	Registration	354.00	365.00	11.00	3.1%
Class C3 Low-Packaged Goods - Application for Registration	Registration	354.00	365.00	11.00	3.1%
Class C3 Low-Packaged Goods - Renewal of Registration	Registration	190.00	200.00	10.00	5.3%
Class C3 Low-Packaged Goods - Community Group - Application for Registration	Registration	-	185.00	185.00	100.0%
Streettrader - Application to register with fixed business	Registration	50% of Renewal Fee	50% of Renewal Fee	-	0.0%
Streettrader C2 (Mobile) - Application for Registration	Registration	515.00	530.00	15.00	2.9%
Streettrader C2 (Mobile) - Renewal of Registration	Registration	354.00	365.00	11.00	3.1%
Streettrader C2 Temporary	Permit	145.00	150.00	5.00	3.4%
Streettrader C3 Application for Registration	Registration	354.00	365.00	11.00	3.1%
Streettrader C3 Renewal of Registration	Registration	195.00	200.00	5.00	2.6%
Streettrader C3 Temporary	Permit	95.00	100.00	5.00	5.3%
Public Health and Wellbeing Act 2008					
Beauty Premises - Application for Registration	Registration	267.00	285.00	18.00	6.7%
Beauty Premises - Renewal of Registration	Registration	190.00	220.00	30.00	15.8%
Hairdressers - Application for Registration	Registration	246.00	300.00	54.00	22.0%
Hairdressers - Renewal of Registration	Registration	164.00	200.00	36.00	22.0%
Prescribed Accommodation - Application for Registration	Registration	384.00	400.00	16.00	4.2%
Prescribed Accommodation - Renewal of Registration	Registration	308.00	320.00	12.00	3.9%
Skin Penetration/ Tattooists - Application for Registration	Registration	277.00	300.00	23.00	8.3%
Skin Penetration/ Tattooists - Renewal of Registration	Registration	215.00	250.00	35.00	16.3%

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Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Local Laws					
Derelict/Abandoned Vehicle Removal					
Derelict/Abandoned Vehicle Release fee	Release	190.00	200.00	10.00	5.3%
Storage fee - Daily	Day	20.00	20.00	-	0.0%
Towing fee	Occasion	-	Cost Recovery	-	100.0%
Domestic Animal Registration					
Cat - desexed	Registration	25.00	26.00	1.00	4.0%
Cat - desexed - pensioner rate	Registration	12.50	13.00	0.50	4.0%
Cat - Standard registration fee	Registration	110.00	110.00	-	0.0%
Cat - Standard registration fee - pensioner rate	Registration	55.00	55.00	-	0.0%
Cat reduced – FCC registered or >10yo	Registration	55.00	56.00	1.00	1.8%
Cat reduced – FCC registered or >10yo - pensioner rate	Registration	27.50	28.00	0.50	1.8%
Cat/Dog Registration - Initial registration for adopted cat from shelter under 12 weeks of age	Registration	5.20	5.00	(0.20)	(3.8%)
Declared dogs	Registration	400.00	410.00	10.00	2.5%
Guard dogs	Registration	400.00	410.00	10.00	2.5%
Declared dogs - property inspection fee (dangerous, menacing and restricted breed)	Inspection	51.50	53.00	1.50	2.9%
Dog - desexed	Registration	36.00	40.00	4.00	11.1%
Dog - desexed - pensioner rate	Registration	18.00	20.00	2.00	11.1%
Dog - obedience trained	Registration	42.00	44.00	2.00	4.8%
Dog - obedience trained - pensioner rate	Registration	21.00	22.00	1.00	4.8%
Dog - standard registration fee	Registration	225.00	228.00	3.00	1.3%
Dog - Standard registration fee - pensioner rate	Registration	112.50	114.00	1.50	1.3%
Dog - desexed and obedience trained	Registration	22.00	24.00	2.00	9.1%
Dog - desexed and obedience trained - pensioner rate	Registration	11.00	12.00	1.00	9.1%
Dog reduced - KCC/ VCA reg, working dog or >10yo	Registration	55.00	58.00	3.00	5.5%
Dog reduced - KCC/ VCA reg, working dog or >10yo - pensioner rate	Registration	27.50	29.00	1.50	5.5%
Dog under 12 months age	Registration	36.00	40.00	4.00	11.1%
Domestic Animal Business - new application	Application	-	165.00	165.00	100.0%
Domestic Animal Business - property inspection fee	Inspection	105.00	105.00	-	0.0%
Domestic Animal Business multi registration - fee per type	Occasion	170.00	175.00	5.00	2.9%
Domestic Animal Business registration	Registration	250.00	260.00	10.00	4.0%
Domestic Animal Business breeding and rearing	Permit	-	550.00	550.00	100.0%
Microchip insertion	Occasion	-	50.00	50.00	100.0%
Fire Prevention Works					
Administration Fee	Occasion	190.00	200.00	10.00	5.3%
Local Laws Fees					
Actions affecting Council land	Permit	125.00	126.00	1.00	0.8%
Advertising Signs on Roads	Permit	78.00	80.00	2.00	2.6%
Alcohol	Permit	125.00	126.00	1.00	0.8%
All other Local Laws Permits	Permit	123.00	126.00	3.00	2.4%
Asset Protection Permit	Permit	420.00	430.00	10.00	2.4%
Barking Collar Bond	Occasion	129.00	132.00	3.00	2.3%
Barking Collar Refill Canister	Per canister	32.20	33.00	0.80	2.5%
Bulk Rubbish Container on Road	Permit	75.00	80.00	5.00	6.7%
Camping	Permit	123.00	126.00	3.00	2.4%
Collection on roads for house to house	Permit	76.00	78.00	2.00	2.6%
Disabled Parking permits - replace either lost or unduly damaged	Permit	21.00	21.00	-	0.0%
Displaying Goods for Sale	Permit	80.00	80.00	-	0.0%
Electric fencing	Permit	123.00	126.00	3.00	2.4%
Festivals - Commercial	Permit	484.00	496.00	12.00	2.5%
Festivals - Domestic	Permit	125.00	126.00	1.00	0.8%
Fire Prevention prosecution administration fee	Occasion	190.00	200.00	10.00	5.3%
Firewood Collection on roadsides	Permit	21.00	20.00	(1.00)	(4.8%)
Fireworks	Permit	123.00	126.00	3.00	2.4%
Keeping of animals, additional animal permit	Permit	120.00	130.00	10.00	8.3%
Keeping of animals, additional animal permit 50% discount	Permit	60.00	65.00	5.00	8.3%
Livestock Droving	Permit	62.00	10.00	(52.00)	(83.9%)
Livestock Grazing	Permit	58.00	10.00	(48.00)	(82.8%)
Livestock Grazing - for Fire Prevention purposes	Permit	10.00	10.00	-	0.0%
Local Laws prosecution administration fee	Occasion	190.00	200.00	10.00	5.3%
Other Impounded items - Release fee	Release	86.00	90.00	4.00	4.7%
Outdoor Eating Facility	Permit	107.00	110.00	3.00	2.8%
Permit lodgement fee - non refundable	Permit	38.00	40.00	2.00	5.3%
Release fee - large impounded items	Release	90.00	90.00	-	0.0%
Release fee - small impounded items	Release	45.00	45.00	-	0.0%
Residential / Temporary Parking Permit	Permit	31.00	30.00	(1.00)	(3.2%)
Road Closure	Permit	123.00	126.00	3.00	2.4%
Roadside Trading - annual fee	Permit	630.00	646.00	16.00	2.5%
Roadside Trading - daily fee	Permit	60.00	60.00	-	0.0%
Roadside Trading - six monthly fee	Permit	420.00	430.00	10.00	2.4%
Shipping containers	Permit	145.00	150.00	5.00	3.4%
Temporary Vehicle Crossing	Permit	66.00	68.00	2.00	3.0%
Use of recreation vehicle	Permit	123.00	126.00	3.00	2.4%

BUDGET 2020–2021.

Mitchell Shire Council



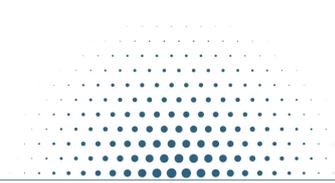
Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Pet Expo					
Stall Holder Fees (various)	Stall	30.00	30.00	-	0.0%
Pound Fees					
Adoption fee - cat	Occasion	225.00	225.00	-	0.0%
Adoption fee - dog	Occasion	345.00	345.00	-	0.0%
Cats - Daily increase from day 3	Daily	25.00	25.00	-	0.0%
Dogs - Daily increase from day 3	Daily	30.00	32.00	2.00	6.7%
Large Livestock - e.g. horses/cattle - Daily	Daily	28.00	28.00	-	0.0%
Large Livestock - e.g. horses/cattle - Release	Release	125.00	125.00	-	0.0%
Medium Livestock - e.g. sheep/goats - Daily	Daily	12.00	12.00	-	0.0%
Medium Livestock - e.g. sheep/goats - Release	Release	62.00	62.00	-	0.0%
Registered Cat - Release	Release	53.00	53.00	-	0.0%
Registered Dog - Release	Release	53.00	53.00	-	0.0%
Seized dogs - Daily	Daily	32.00	32.00	-	0.0%
Small Livestock - e.g. rabbits, guinea pigs, poultry - Daily	Daily	3.50	4.00	0.50	14.3%
Small Livestock - e.g. rabbits, guinea pigs, poultry - Release	Release	16.00	16.00	-	0.0%
Surrendered large dog	Occasion	140.00	140.00	-	0.0%
Surrendered Livestock Fee	Occasion	80.00	80.00	-	0.0%
Surrendered medium dog	Occasion	90.00	90.00	-	0.0%
Surrendered small dog or cat	Occasion	70.00	70.00	-	0.0%
Unregistered Cat - Release	Release	95.00	95.00	-	0.0%
Unregistered Dog - Release	Release	95.00	95.00	-	0.0%
Welfare cats - Daily	Daily	6.50	7.00	0.50	7.7%
Welfare dogs - Daily	Daily	6.50	7.00	0.50	7.7%
Waste Management					
Waste Operations - Resident / Ratepayer					
Air Conditioners	Unit	No charge	No charge	-	0.0%
Car Battery	Unit	No charge	No charge	-	0.0%
Cardboard	Unit	No charge	No charge	-	0.0%
Comingles recyclables	Unit	No charge	No charge	-	0.0%
Concrete and Bricks - per m ³ - maximum 1m ³	Cubic Metre	75.00	70.00	(5.00)	(6.7%)
Couch (2-3 seater)	Unit	38.00	35.00	(3.00)	(7.9%)
Couch (single seat)	Unit	27.00	25.00	(2.00)	(7.4%)
E-Waste (tv, computer, household batteries etc.)	Unit	No charge	No charge	-	0.0%
Fluorescent globes	Unit	No charge	No charge	-	0.0%
Foam	Unit	No charge	No charge	-	0.0%
Fridge / Freezer	Unit	No charge	No charge	-	0.0%
General Waste per m ³	Cubic Metre	60.00	70.00	10.00	16.7%
Green Waste per m ³	Cubic Metre	30.00	35.00	5.00	16.7%
Larger tyres (above 4WD up to 1 metre diameter) - no larger tyres accepted	Unit	92.00	85.00	(7.00)	(7.6%)
Light truck tyre/4WD with rim	Unit	25.00	20.00	(5.00)	(20.0%)
Light truck tyre/4WD without rim	Unit	-	15.00	15.00	100.0%
LPG gas bottles	Unit	No charge	No charge	-	0.0%
Mattress - Doubles/Queen/King	Unit	38.00	35.00	(3.00)	(7.9%)
Mattress - Single/King single	Unit	27.00	25.00	(2.00)	(7.4%)
Metal / Steel - maximum 3m ³	Cubic Metre	No charge	No charge	-	0.0%
Oil (container disposal) - 20 litres to 240 litres	Container	-	13.00	13.00	100.0%
Oil (container disposal) - up to 20 litres	Container	1.00	1.00	-	0.0%
Oil (Liquid Disposal) - up to 20 litres	Litre	No charge	No charge	-	0.0%
Rigid Plastics (specified list of products)	Unit	No charge	No charge	-	0.0%
Silage wrap	Unit	No charge	No charge	-	0.0%
Timber (treated/non treated) - per m ³ - maximum 2m ³	Cubic Metre	75.00	70.00	(5.00)	(6.7%)
Tyre (passenger) with rim	Unit	10.00	10.00	-	0.0%
Tyre (passenger) without rim	Unit	5.00	5.00	-	0.0%

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Description of Fees and Charges	Unit Of Measure	2019-2020 (GST inclusive if applicable)	2020-2021 (GST inclusive if applicable)	Fee Increase / (Decrease) (\$)	Fee Increase / (Decrease) (%)
Waste Operations - Non-Resident / Commercial					
Air Conditioners	Unit	No Charge	No Charge	-	0.0%
Car Battery	Unit	No Charge	No Charge	-	0.0%
Cardboard	Unit	No charge	No charge	-	0.0%
Corningles recyclables	Unit	No charge	No charge	-	0.0%
Concrete and Bricks - per m ³ - maximum 1m ³	Cubic Metre	150.00	140.00	(10.00)	(6.7%)
Couch (2-3 seater)	Unit	76.00	70.00	(6.00)	(7.9%)
Couch (single seat)	Unit	54.00	50.00	(4.00)	(7.4%)
E-Waste (tv, computer, household batteries etc.)	Unit	11.00	10.00	(1.00)	(9.1%)
Fluorescent globes	Unit	No Charge	No Charge	-	0.0%
Foam	Unit	No Charge	No Charge	-	0.0%
Fridge / Freezer	Unit	11.00	10.00	(1.00)	(9.1%)
General Waste per m ³	Cubic Metre	120.00	140.00	20.00	16.7%
Green Waste per m ³	Cubic Metre	60.00	70.00	10.00	16.7%
Larger tyres (Above 4WD up to 1 metre diameter) - no larger tyres accepted	Unit	184.00	170.00	(14.00)	(7.6%)
Light truck tyre/4WD with rim	Unit	50.00	40.00	(10.00)	(20.0%)
Light truck tyre/4WD without rim	Unit	-	30.00	30.00	100.0%
LPG gas bottles	Unit	No Charge	No Charge	-	0.0%
Mattress - Doubles/Queen/King	Unit	76.00	70.00	(6.00)	(7.9%)
Mattress - Single/King single	Unit	54.00	50.00	(4.00)	(7.4%)
Metal / Steel - maximum 3m ³	Cubic Metre	10.00	10.00	-	0.0%
Oil (container disposal) - 20 litres to 240 litres	Container	-	26.00	26.00	100.0%
Oil (container disposal) - up to 20 litres	Container	2.00	2.00	-	0.0%
Oil (liquid disposal) - up to 20 litres	Litre	1.00	1.00	-	0.0%
Rigid Plastics (specified list of products)	Item	-	5.00	5.00	100.0%
Silage wrap	Unit	No Charge	No Charge	-	0.0%
Timber (treated/non treated) - per m ³ - maximum 2m ³	Cubic Metre	150.00	140.00	(10.00)	(6.7%)
Tyre (passenger) with rim	Unit	20.00	20.00	-	0.0%
Tyre (passenger) without rim	Unit	10.00	10.00	-	0.0%
Landfill Operations					
Bricks and Concrete (weighbridge)	Tonne	75.00	77.00	2.00	2.7%
Clean fill (weighbridge)	Tonne	No Charge	No Charge	-	0.0%
Commercial/Industrial Waste (weighbridge)	Tonne	220.00	226.00	6.00	2.7%
Demolition/Construction Waste (weighbridge)	Tonne	-	210.00	210.00	100.0%
Landfill account establishment fee	Unit	45.00	46.00	1.00	2.2%
Landfill account holder replacement FOB fee	Unit	40.00	41.00	1.00	2.5%
Municipal Waste (weighbridge)	Tonne	200.00	205.00	5.00	2.5%
Special Event Bins					
Special Event Bin Hire - Garbage Bins	Unit	31.00	31.00	-	0.0%
Special Event Bin Hire - Recycle Bins	Unit	26.00	26.00	-	0.0%



Appendix B

Budget processes

This section lists the budget processes to be undertaken in order to adopt the Budget in accordance with the *Local Government Act 1989* (the Act) and *Local Government (Planning and Reporting) Regulations 2014* (the Regulations).

Under the Act, Council is required to prepare and adopt an annual budget for each financial year. The budget must include certain information about the rates and charges that Council intends to levy as well as a range of other information required by the Regulations.

The 2020-2021 Budget is for the year 1 July 2020 to 30 June 2021 and is prepared in accordance with the Act and Regulations. This document includes budgeted financial statements (Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows and Statement of Capital Works). These statements have been prepared for the year ending 30 June 2021 in accordance with the Act and Regulations, and consistent with the annual financial statements which are prepared in accordance with Australian Accounting Standards. The budget also includes information about the rates and charges to be levied, the capital works program to be undertaken, the human resources required, and other financial information Council requires in order to make an informed decision about adoption of the budget.

In preparing the budget, Council initiated a budget ideas community process which informed the council officer review and update of the long-term financial projections. Financial projections for at least four years are included in Council's Strategic Resource Plan, which is the key medium-term financial plan produced by Council on a rolling basis. Officers then prepare the operating and capital components of the annual budget during January and February. A draft consolidated budget is considered by Council at informal briefings in March. Once all changes are incorporated a 'proposed' budget is submitted to Council in March for approval 'in principle'. Council is then required to give 28 days' public notice that it intends to adopt the budget. During this time the budget must be available for inspection at its offices and on its website. Any person has a right to make a submission on any proposal contained in the budget and any submission must be considered before adoption of the budget by Council.

With the introduction of the State Government's Rate Capping legislation in 2015, Councils are now unable to determine the level of rate increase above the set cap, and instead must use a maximum rate increase determined by the Minister for Local Government which is announced in December for application in the following financial year. The rate cap for 2020-2021 has been set at 2.00%.

If a Council wishes to seek a rate increase above the maximum allowable it must submit a rate variation submission to the Essential Services Commission (ESC). Council will not be seeking an exemption for the 2020-2021 budget year.

The final step is for Council to adopt the budget after receiving and considering any submissions. Council plans to adopt the 2020-2021 Budget at the June 2020 meeting.

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The key dates for the budget process are summarised below:

Budget process	Timing
1. Councillor budget briefing sessions	Jul-Nov
2. Community Engagement – Have we got the mix right?	Oct
3. Officers update Council's long-term financial projections	Nov-Dec
4. Minister of Local Government announces maximum rate increase	Dec
5. Officers prepare operating and capital budgets	Dec-Jan
6. Councillor budget briefing sessions	Feb-Mar
7. Councillors consider draft budget at informal briefings	Mar
8. Proposed budget submitted to Council for approval	Mar
9. Public notice advising intention to adopt budget	Mar
10. Budget available for public inspection and comment (28 days)	Mar-April
11. Submissions period closes	April
12. Submissions considered by Council/Committee	May
13. Budget and submissions presented to Council for adoption	Jun
14. Copy of adopted budget submitted to the Minister	Jul
15. Revised budget where a material change has arisen	Sep-Jun



Appendix C

Schedule of changes from the Draft 2020-2021 Budget

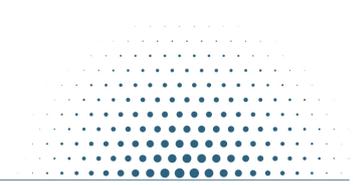
1.1 Correction to operating result

Service Areas	Effect on Surplus	Budget Comments
COVID-19 service assumptions	\$734,000	Updated expenditure budgets linked to COVID-19 restrictions linked to service delivery (e.g. leisure services, customer and library services)
Revised carry forwards	\$619,000	Net cost of projects identified as carry forward into 2020-2021 from 2019-2020.
COVID-19 Community Support Package	\$415,000	Addition of support package for the community and businesses effected by COVID-19
Supplementary rates	\$200,000	Reduction in supplementary rates as an anticipated impact of COVID-19.
Landfill Levy	\$50,000	Impact of confirmed landfill levy fee increases for 2020-2021.
Rates and Charges (garbage charge)	(\$120,000)	Increase in revenue due to the annualised effect of supplementary rates raised subsequent to draft budget adoption.
Other non-attributable income	(\$201,000)	Increase in income as a result of indicative allocation notification from the Financial Assistance Grant for 2020-2021.
COVID-19 service assumptions	(\$734,000)	Updated income budgets linked to COVID-19 restrictions linked to service delivery (e.g. leisure services, customer and library services)
Capital grants and contributions	(\$957,000)	Net increase in capital grants and contributions to reflect the revised capital works program for 2020-2021.
Employee Costs	(\$1,202,000)	Revised assumptions mostly linked to planned commencement of new positions.
Net Effect on Surplus	(\$1,196,000)	Increase in operating surplus from the 2019-2020 Draft Budget

Note: net effect on surplus from the Draft 2020-2021 Budget is \$1,162,000. The table above highlights the major changes, with the balance of \$34,000 as a result of minor changes.

1.2 Corrections to capital expenditure

Project	Effect on Capital Program	Budget Comments
Revised carry forwards	\$8,573,645	Carry forwards revised based on information obtained subsequent to the budget consultation period.
Seymour Closed Landfill - Cap and rehabilitate site	\$1,200,000	Additional 2020-2021 allocation to complete current 2019-2020 project.
Sydney Street Rejuvenation - Clarke Street to Union Street	\$785,000	Additional project added to the 2020-2021 program.
Wandong MCH and Kindergarten - Building extension	\$98,000	Increased scope of project linked to unconfirmed grant income.
Upper Plenty Shack - Landscape upgrades	\$50,000	Additional project added to the 2020-2021 program.
Kings Park, Seymour - Ovals irrigation	(\$3,645)	Component of project bought forward into 2019-2020.
Shade Sail Renewal	(\$10,000)	Removal of project.
Activation of Broadford Parks and Playspaces	(\$50,000)	Component of project bought forward into 2019-2020.
Taylor's Creek Reserve Activation	(\$50,000)	Component of project bought forward into 2019-2020.
Community Consultation Portal Review	(\$60,000)	Project postponed for consideration as part of the 2021-2022 program.
Township Signage Upgrade - Broadford	(\$60,000)	Project postponed for consideration as part of the 2021-2022 program.
Township Signage Upgrade - Kilmore	(\$60,000)	Project postponed for consideration as part of the 2021-2022 program.
Township Signage Upgrade - Wallan	(\$60,000)	Project postponed for consideration as part of the 2021-2022 program.
Sydney Street Rejuvenation - Bourke Street to Union Street	(\$100,000)	Component of project bought forward into 2019-2020.
McIntyre Street, Seymour - Underpass public safety implementation	(\$185,000)	Removal of project linked to unconfirmed grant income.
Bentinck Street, Wallan - Child care centre re-development	(\$1,000,000)	Removal of project linked to unconfirmed grant income.
Strategic Land Acquisition	(\$1,140,000)	Reduced scope of project.
Net Effect on Capital Expenditure	\$7,928,000	Increase in capital works expenditure from the 2020-2021 Draft Budget



1.3 Administrative corrections to workings, tables and graphs

Reference	Description
Section 2	Net costs within individual business areas have been updated to reflect the changes subsequent to the budget consultation period. The total services and initiatives net cost are only affected by the abovementioned applicable changes.
Throughout	Amendments to tables, graphs and commentary to reflect the abovementioned changes from the Draft Budget, along with minor administrative working edits as required.

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