

SURF COAST SHIRE COUNCIL

Revenue and Rating Plan 2021-25

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Amendment Register

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1. Introduction

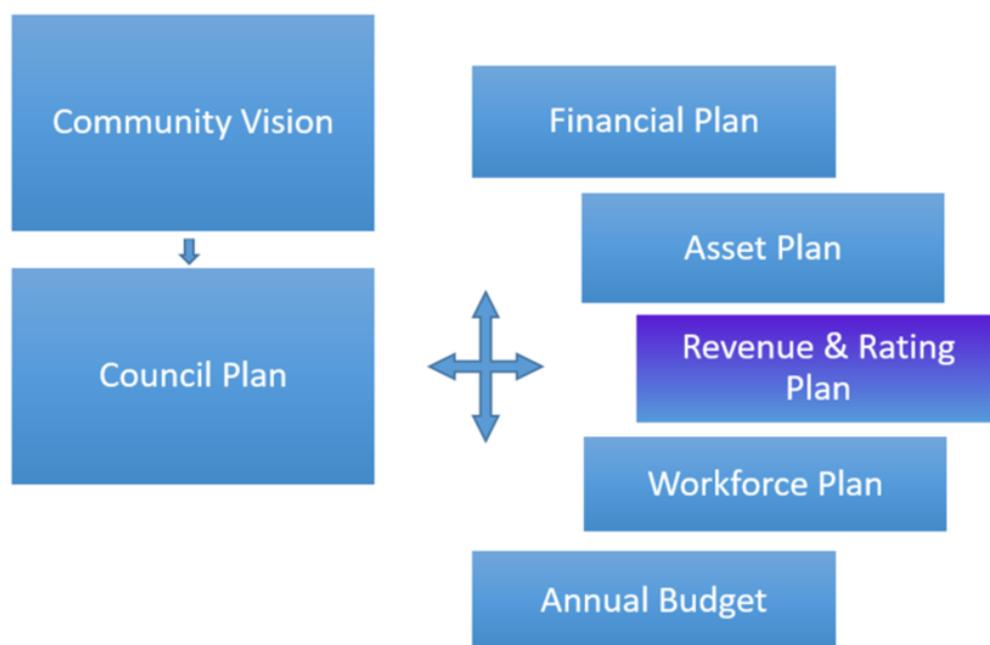
The Surf Coast Shire Council Revenue and Rating Plan has been created in compliance with section 93 of the Local Government Act 2020, and is a key component in council's suite of integrated strategic plans.

The Local Government Act 2020 stipulates that a council must prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes framework within which the Council operates when collecting revenue from ratepayers and users of Council's services and facilities.

The purpose of the Revenue and Rating Plan is to determine the most appropriate, equitable, and affordable revenue and rating approaches for Surf Coast Shire Council to apply in planning to fund the objectives in the council plan.

This plan is an important part of Council's integrated planning framework, all of which is created to help Council achieve its vision of an engaged, innovative and sustainable community.

Strategies outlined in this plan align with the objectives contained in the Council Plan, and will feed into our budgeting and long-term financial planning documents, as well as other strategic planning documents under our Council's strategic planning framework. E



This plan will explain how Council raises revenue to fund its activities, and how the funding burden will be apportioned between ratepayers and other users of Council facilities and services.

In particular, this plan will set out decisions that Council has made in relation to rating options available to it under the Local Government Act 2020 to ensure the fair and equitable distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

It is also important to note that this plan does not set revenue targets for Council, it outlines the strategic framework and decisions that inform how Council will go about calculating and collecting its revenue.

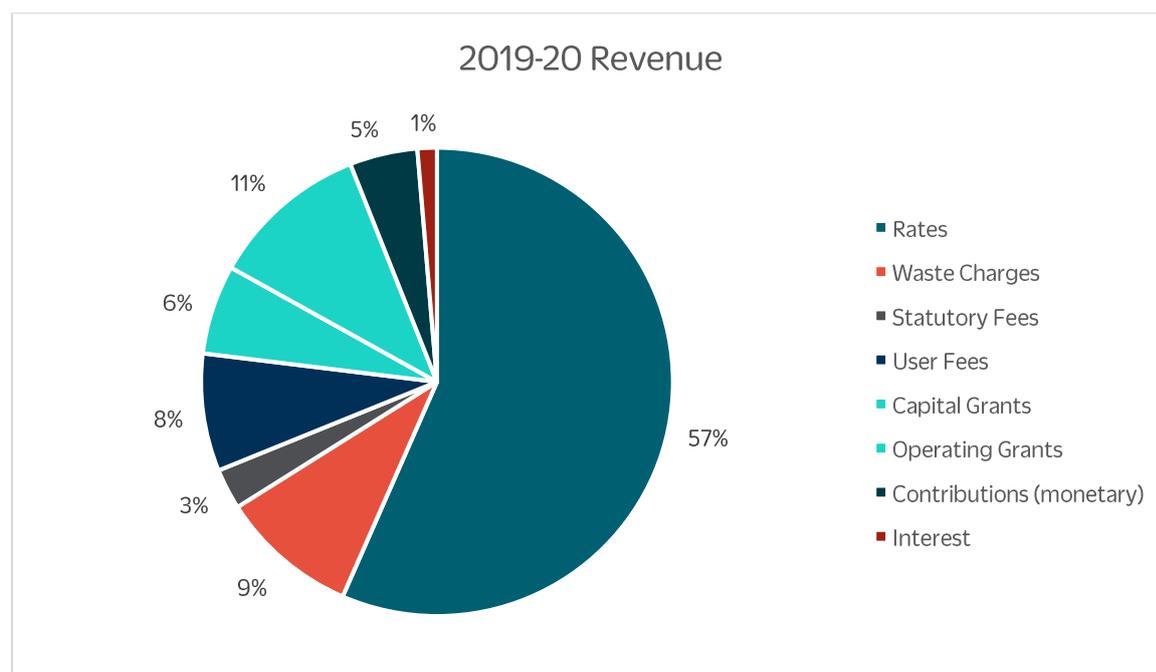
2. Executive summary

Council provides a number of services and facilities to our local community, and in doing so, must collect revenue to cover the cost of providing these services and facilities.

Council's revenue sources include:

- Rates and Charges
- Waste and garbage charges
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (ie developers, community groups)
- Interest from investments
- Sale of Assets

Rates are the most significant revenue source for Council and make up nearly 60% of its annual revenue.



The introduction of the Fair Go Rates System (rate capping) has provided substantial financial challenges to Council's long term financial sustainability, and continues to restrict Council's ability to raise revenue to maintain service delivery levels and invest in community assets.

Council provides a wide range of services to the community, often for a fee or charge. The nature of these fees and charges generally depends on whether they relate to statutory or discretionary services. Some of these, such as planning fees, are set by State Government laws and are commonly known as statutory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge, and will set that fee based on the principles outlined in this revenue and rating plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of council services, whilst others are tied directly to the delivery of new community assets such as roads or sports pavilions. It is important for Council to be clear about what grants it intends to apply for, and the obligations that grants create in the delivery of services or infrastructure.

2.1 Community Engagement

The Revenue and Rating Plan outlines Council's decision making process on how revenues are calculated and collected. The following public consultation process will be/was followed to ensure due consideration and feedback is received from relevant stakeholders.

Revenue and Rating Plan community engagement process:

- Draft Revenue and Rating Plan prepared by officers
- Draft Revenue and Rating Plan placed on public exhibition at the April 2021 Council meeting for a period of 28 days, and calling for public submissions.
- Community engagement through local news outlets and social media
- Hearing of public submissions (June)
- Draft Revenue and Rating Plan (with any revisions) presented to June 2021 Council meeting for adoption.

3. Rating Strategy

Rates are property taxes that allow Council to raise revenue to fund essential public services to cater to their municipal population. Importantly, it is a taxation system that includes flexibility for councils to utilise different tools in its rating structure to accommodate issues of equity and to ensure fairness in rating for all ratepayers.

Although the *Local Government Act 2020* is in force, the rating provisions of the *Local Government Act 1989* still apply. The State Government held off making any changes to rating provisions whilst conducting its investigation into Victoria’s Rating System, which concluded in early 2021. This Revenue and Rating Plan will be updated if and when the Local Government Act rating provisions change.

The selection of rating philosophies and the choice between the limited rating options available under the *Local Government Act 1989* is a difficult one for all Councils and it is most likely that a perfect approach is almost impossible to achieve in any local government environment.

This is the case for Surf Coast Shire Council where there are large disparities in property prices and in the ability of various rating groups to afford payment of Council rates.

As such, Council will continue to apply differential rating against various property classes that reflect the ability of these segments to afford Council rates.

Council will apply three differential rates (including the General Residential Rate) to different classes of property. This rating strategy recommends this approach in order to promote a simple and equitable approach to applying rates.

It should be noted that from 1 July 2016, all Victorian Councils have had their annual rate revenue increases capped under the new “Fair Go Rates System” introduced by the Victorian State Government.

Council’s strategy can be summarised as follows:

| Section | Strategy Recommendations |
|--|--|
| Determining the property valuation base to use | That Council apply the Capital Improved Value (CIV) valuation method to levy rates. |
| Using a differential rating system | That Council utilise differential rating in its rating strategy. |
| What differential rates should be applied? | <ol style="list-style-type: none"> 1. That Council apply a uniform general rate on any rateable land which does not satisfy the criteria for a differential rate. 2. That Council apply a farm differential rate. 3. That Council apply a commercial/industrial differential rate. 4. That Council not introduce any new differential rates. 5. That Council is mindful of the periodic impacts of property revaluations. |
| Special rates and charges | That Council use special rates and charges in instances that fit the required criteria. |

| Section | Strategy Recommendations |
|---------------------------|---|
| Municipal charge | That Council levy the Municipal Charge as part of its rating strategy. |
| Service rates and charges | That Council apply Waste Service charges as part of its rating strategy based on full cost recovery of the waste function and providing for future landfill rehabilitation. |
| Rate payment date options | That Council apply the quarterly instalment payment option and continue to offer a monthly or quarterly direct debit option for ratepayers. |
| User fees and charges | That Council implement best practice pricing strategies as recommended by the Victorian Auditor General's Office in setting prices, taking into account service cost and making transparent decisions about where any fees are subsidised for users, noting that this transition is underway but will take time to implement. |

Under the *Local Government Act 1989*, a primary objective of all Victorian Councils is to ensure the equitable imposition of rates and charges (Section 3C(f)). The purpose of a rating strategy is therefore to consider what rating options are available to Council under the *Local Government Act 1989* and how Council's choices in applying these options contribute towards meeting an equitable outcome.

It is important to note that the purpose of this strategy is very different to that which is discussed in the Long Term Financial Plan or Annual Budget. In these latter documents the key concern is the quantum of rates to be raised for Council to deliver the services and capital expenditure required. Conversely this rating strategy is revenue neutral, with the focus being how the rating system will determine the share of revenue contributed by each property.

This Rating Strategy will canvass the limited range of rating options available to Council under the *Local Government Act 1989* including the following:

- a) The choice of which valuation base is to be utilised (of the three available choices under the Act)
- b) The consideration of uniform rating versus the application of differential rates for various classes of property.
- c) What is the most equitable level of differential rating across the property classes having regard for the principles of taxation?
- d) The application of fixed service charges for the areas of waste management and municipal administration.
- e) The application of special rates and charges.
- f) The application of the Fire Services Property Levy
- g) The application of other levies under the *Planning and Environment Act 1986*

4. Purpose of our Rating Strategy

The purpose of a rating strategy is to explain the approach taken by Council in levying rates under Part 8 of the *Local Government Act 1989* (Rates and Charges on Rateable Land). This rating strategy will set out the factors to be considered by Council when adopting a rating structure for determining revenue generated from properties within the Surf Coast Shire.

Council must raise revenue each year to provide appropriate services, infrastructure and support for the community. The services Council provides are broad and are allocated according to community needs.

Council rates are a form of taxation based on property value. By legislation (*Valuation of Land Act 1960*) the value of the property is to be reassessed every year. Council levies rates based on property values to provide infrastructure and services that are not provided by private enterprise and other levels of government.

The major services provided by Council include (but are not limited to):

- Kindergarten, early learning, and children's programs
- Home and Community Care, and positive ageing programs
- Waste Collection and disposal
- Road and street construction, renewal, upgrades, and maintenance
- Recreational and leisure facilities and programs
- Community infrastructure construction, renewal, upgrades, and maintenance
- Environmental management and services, including vegetation and pest control
- Public Health Services including food safety and immunisations
- Economic Development, Tourism and marketing
- Local laws governance and enforcement
- Statutory and strategic planning services
- Emergency planning and management

Section 3C of the *Local Government Act 1989* stipulates the primary objective of Councils is to endeavour to achieve the best outcomes for the local community having regard to the long term and cumulative effects of its decision. In seeking to achieve its primary objective, a Local Government Authority must have regard to facilitating the following objectives:

- a) Promote the social, economic and environmental viability and sustainability of the municipal district.
- b) Ensure resources are used efficiently and effectively.
- c) Improve the overall quality of life of the people in the local community.
- d) Promote appropriate business and employment opportunities.
- e) Ensure services and facilities provided are accessible and equitable.
- f) Ensure the equitable imposition of rates and charges.
- g) Ensure transparency and accountability in Council decision making.

The issue of equity must therefore be addressed in the rating strategy, and this proposed strategy has paid careful attention to this aspect.

5. Legislation

Section 155 of the *Local Government Act 1989* provides that a Council may declare the following rates and charges on rateable land:

- General rates under Section 158
- Municipal charges under Section 159
- Service rates and charges under Section 162
- Special rates and charges under Section 163

The recommended strategy in relation to municipal charges, service rates and charges and special rates and charges are discussed later in this document.

In raising Council rates, Council is required to primarily use the valuation of the rateable property to levy rates. Section 157 (1) of the *Local Government Act 1989* provides Council with three choices in terms of which valuation base to utilise. They are: Site Valuation, Capital Improved Valuation and Net Annual Value.

The advantages and disadvantages of the respective valuation basis are discussed further in this document. Whilst this document outlines Council's strategy regarding rates revenue, rates data will be contained in the Council's Annual Budget as required by the *Local Government Act 2020*. Section 94(2) of the *Local Government Act 2020* states that Council must adopt a budget by 30 June each year (or at another time fixed by the Minister) to include:

- a) the total amount that the Council intends to raise by rates and charges;
- b) a statement as to whether the rates will be raised by the application of a uniform rate or a differential rate;
- c) a description of any fixed component of the rates, if applicable;
- d) if the Council proposes to declare a uniform rate, the matters specified in section 160 of the *Local Government Act 1989*;
- e) if the Council proposes to declare a differential rate for any land, the matters specified in section 161(2) of the *Local Government Act 1989*;

Section 94(3) of the *Local Government Act 2020* also states that Council must ensure that, if applicable, the budget also contains a statement –

- a) that the Council intends to apply for a special order to increase the Council's average rate cap for the financial year or any other financial year; or
- b) that the Council has made an application to the ESC for a special order and is waiting for the outcome of the application; or
- c) that a Special Order has been made in respect of the Council and specifying the average rate cap that applies for the financial year or any other financial year.

This plan outlines the principles and strategic framework that Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue and rating differential amounts will be determined in the annual Surf Coast Shire Council budget.

In 2020 the Victorian State Government conducted a Local Government Rating System Review. The Local Government Rating System Review Panel presented their final report and list of recommendations to the Victorian Government in March 2020. The Victorian Government subsequently published a response to the recommendations of the Panel's report in January 2021. However, at the time of publication the recommended changes have not yet been implemented, and timelines to make these changes have not been announced.

6. Revenue and Rating Principles

The Victorian Government's *Local Government Better Practice Guide: Revenue and Rating Strategy 2014* states that when developing a rating strategy, in particular with reference to differential rates, a Council should give consideration to the following key good practice taxation principles:

- Wealth Tax
- Equity
- Efficiency
- Simplicity
- Benefit
- Capacity to Pay
- Diversity.

Wealth Tax

The “wealth tax” principle implies that the rates paid are dependent upon the value of a ratepayer’s real property and have no correlation to the individual ratepayer’s consumption of services or the perceived benefits derived by individual ratepayers from the expenditures funded from rates.

Equity

Horizontal equity – ratepayers in similar situations should pay similar amounts of rates (ensured mainly by accurate property valuations, undertaken in a consistent manner, their classification into homogenous property classes and the right of appeal against valuation). Vertical Equity – those who are better off should pay more rates than those worse off (the rationale applies for the use of progressive and proportional income taxation. It implies a “relativity” dimension to the fairness of the tax burden)

Efficiency

Economic efficiency is measured by the extent to which production and consumption decisions by people are affected by rates.

Simplicity

How easily a rates system can be understood by ratepayers and the practicality and ease of administration.

Benefit

The extent to which there is a nexus between consumption/benefit and the rate burden.

Capacity to Pay

The capacity of ratepayers or groups of ratepayers to pay rates.

Diversity

The capacity of ratepayers within a group to pay rates.

The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

7. Understanding Council's rating framework

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

- Property values (using the Capital Improved Valuation methodology), which are indicative of capacity to pay and form the central basis of rating under the *Local Government Act 1989*
- A 'user pays' component to reflect usage of services provided by Council
- A 'fixed' municipal charge per property to cover some of the administrative costs of Council

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

Council makes a further distinction within the property value component of rates based on the purpose for which the property is used, that is, whether the property is used for residential, commercial/industrial, or farming purposes. This distinction is based on the concept that different property categories should pay a fair and equitable contribution, taking into account the benefits those properties derive from the local community.

The rating structure comprises three differential rates (residential or general, commercial/industrial, farm). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the *Ministerial Guidelines for Differential Rating 2013*. The differential rates are currently set as follows:

| | |
|-------------------------|------|
| Residential | 100% |
| Commercial / Industrial | 190% |
| Farmland | 75% |

Council also levies a municipal charge. The municipal charge is declared for the purpose of covering some of the administrative costs of Council.

The formula for calculating rates, excluding any additional charges, arrears or additional supplementary rates is:

$$\text{Valuation (Capital Improved Value)} \times \text{Rate in the Dollar (Differential Rate Type)}$$

Rates and charges are an important source of revenue, accounting for over 66% of operating revenue received by Council. The collection of rates is an important factor in funding Council services. Planning for future rate increases is therefore an essential component of the long term financial planning process, and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is well aware of the balance between rate revenue as an important funding source and community sensitivity to rate increases. With the introduction of the Fair Go Rates legislation, all rate increases are capped to a rate declared by the Minister for Local Government, which is usually in line with the forecast rate of inflation.

Council currently utilises a service charge to fully recover the cost of Council's waste services and provides for future landfill rehabilitation costs. The garbage service charge is not capped under the Fair Go Rates legislation, and Council will continue to allocate surplus funds from this charge towards the future rehabilitation of the Anglesea Landfill.

Determining which valuation base to use

Under the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

- Capital Improved Valuation (CIV) – Value of land and improvements upon the land.
- Site Valuation (SV) – Value of land only.
- Net Annual Value (NAV) – Rental valuation based on CIV.

For residential and farm properties, NAV is calculated at 5 per cent of the Capital Improved Value. For commercial and industrial properties, NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

7.1 Capital improved value (CIV)

Capital Improved Value is the most commonly used valuation base by Local Government with nearly all of the 79 Victorian Councils applying this methodology. Based on the value of both land and all improvements on the land, it is generally easily understood by ratepayers as it equates the market value of the property.

Section 161 of the *Local Government Act 1989* provides that a Council may raise any general rates by the application of a differential rate if –

- a) It uses the capital improved value system of valuing land; and
- b) It considers that a differential rate will contribute to the equitable and efficient carrying out of its functions.

Where a Council does not utilise CIV, it may only apply limited differential rates in relation to farm land, urban farm land or residential use land.

Advantages of using Capital Improved Value (CIV)

- CIV includes all improvements, and hence is often supported on the basis that it more closely reflects “capacity to pay”. The CIV rating method takes into account the full development value of the property, and hence better meets the equity criteria than Site Value and NAV.
- With the increased frequency of valuations (previously two year intervals, now annual intervals), the market values are more predictable and has reduced the level of objections resulting from valuations.
- The concept of the market value of property is more easily understood with CIV rather than NAV or SV.
- Most Council’s in Victoria have now adopted CIV which makes it easier to compare relative movements in rates and valuations across Councils.
- The use of CIV allows Council to apply differential rates which greatly adds to Council’s ability to equitably distribute the rating burden based on ability to afford Council rates. CIV allows Council to apply higher rating differentials to the commercial and industrial sector that offset residential rates. The 2018 Local Government Bill (now lapsed) recommended a change to the legislation to require all councils to use CIV. Although the legislation was not adopted at the time, it is likely that it will be revisited in the near future.

Disadvantages of using CIV

- The main disadvantage with CIV is the fact that rates are based on the total property value which may not necessarily reflect the income level of the property owner as with pensioners and low income earners.

7.2 Site value (SV)

There are currently no Victorian Councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of Site Value in a Surf Coast Shire Council context would cause a shift in rate burden from the industrial/commercial sectors onto the residential sector, and would hinder Council's objective of a fair and equitable rating system.

There would be further rating movements away from modern townhouse style developments on relatively small land parcels to older established homes on the more typical quarter acre residential block. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Surf Coast Shire.

Advantages of Site Value

- There is a perception that under site valuation, a uniform rate would promote development of land, particularly commercial and industrial developments. There is, however, little evidence to prove that this is the case.
- Scope for possible concessions for urban farm land and residential use land.

Disadvantages in using Site Value

- Under SV, there will be a significant shift from the Industrial/Commercial sector onto the residential sector of Council. The percentage increases in many cases would be in the extreme range.
- SV is a major burden on property owners that have large areas of land. Some of these owners may have much smaller/older dwellings compared to those who have smaller land areas but well developed dwellings - but will pay more in rates. A typical example is flats, units, or townhouses which will all pay low rates compared to traditional housing styles.
- The use of SV can place pressure on Council to give concessions to categories of landowners on whom the rating burden is seen to fall disproportionately (eg. Farm land and residential use properties). Large landowners, such as farmers for example, are disadvantaged by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The rate-paying community has greater difficulty in understanding the SV valuation on their rate notices, as indicated by many inquiries from ratepayers on this issue handled by Council's Customer Service and Property Revenue staff each year.

7.3 Net annual value (NAV)

NAV, in concept, represents the annual rental value of a property. However, in practice, NAV is closely linked to capital improved value for residential and farm properties. Valuers derive the NAV directly as 5 per cent of CIV.

In contrast to the treatment of residential and farms, NAV for commercial and industrial properties are assessed with regard to actual market rental. This differing treatment of commercial versus residential and farms has led to some suggestions that all properties should be valued on a rental basis.

Overall, the use of NAV is not well supported. For residential and farm ratepayers, actual rental values pose some problems. The artificial rental estimate used may not represent actual market value, and means the base is the same as CIV but is harder to understand.

7.4 Recommended valuation base

In choosing a valuation base, Councils must decide on whether they wish to adopt a differential rating system (different rates in the dollar for different property categories) or a uniform rating system (same rate in the dollar). If a Council was to choose the former, under the *Local Government Act 1989* it must adopt either of the CIV or NAV methods of property valuation.

Council will utilise the CIV method for property valuations. This valuation method will allow Council to:

- Apply differential rates for different property types
- Ensure property valuations reflect the intrinsic value (land and buildings/improvements) of each property in the shire
- Easily explain property valuations to stakeholders
- Achieve consistency with the overwhelming majority of Victorian Councils who use the CIV valuation method.

8. Differential rates

Surf Coast Shire Council applies a Capital Improved Valuation (CIV) to all properties within the municipality to take into account the fully developed value of the property. This basis of valuation takes into account the total market value of the land plus buildings and other improvements.

Differential rating allows (under the CIV method) Council to shift part of the rate burden from some groups of ratepayers to others, through different “rates in the dollar” for each class of property.

Section 161(1) of the *Local Government Act 1989* outlines the regulations relating to differential rates, which include:

- a) A Council may raise any general rates by the application of a differential rate, if Council considers that the differential rate will contribute to the equitable and efficient carrying out of its functions.
- b) If a Council declares a differential rate for any land, the Council must specify the objectives of the differential rate, which must be consistent with the equitable and efficient carrying out of the Councils functions and must include the following:
 - i) A definition of the types of classes of land which are subject to the rate and a statement of the reasons for the use and level of that rate.
 - ii) An identification of the type or classes of land which are subject to the rate in respect of the uses, geographic location (other than location on the basis of whether or not the land is within a specific ward in Council’s district).
 - iii) Specify the characteristics of the land, which are the criteria for declaring the differential rate.

Once the Council has declared a differential rate for any land, the Council must:

- a.) Specify the objectives of the differential rates;
- b.) Specify the characteristics of the land which are the criteria for declaring the differential rate.

The purpose is to ensure that Council has a sound basis on which to develop the various charging features when determining its revenue strategies and ensure that these are consistent with the provisions of the Local Government Act.

The general objectives of each of the differential rates are to ensure that all rateable land makes an equitable financial contribution to the cost of carrying out the functions of Council. There is no limit on the number or types of differential rates that can be levied, but the highest differential rate can be no more than four time the lowest differential rate.

8.1 Differential rate definitions and objectives

Council believes each differential rate will contribute to the equitable and efficient carrying out of council functions. Details of the objectives of each differential rate, the types of classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

8.1.1 General Rate

Definition:

General land is any rateable land which does not have the characteristics of Farm Rate land or Commercial/Industrial Rate Land.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined general rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate of residential land.

The vacant land affected by this rate is that which is zoned residential under the Surf Coast Shire Planning Scheme.

The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Rateable land having the relevant characteristics described below:

- a. used primarily for residential purposes; or
- b. any land that is not defined as Farm Land or Commercial/Industrial Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

100% of General Rate.

Use of Land:

Any use permitted under the Surf Coast Shire Planning Scheme.

Geographic Location:

Wherever located with the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Surf Coast Shire Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

8.1.2 Farm Rate

Definition:

Any land which is “Farm Land” within the meaning of Section 2(1) of the Valuation of Land Act 1960.

- a. Farm Land means any rateable land that is 2 or more hectares in area;
- b. used primarily for primary producing purposes from its activities on the land; used primarily for grazing (including agistment), dairying, pig-farming, poultry farming, fish farming, tree farming, bee keeping, viticulture, horticulture, fruit growing or the growing of crops of any kind or for any combination of those activities; and

That is used by a business –

- That has a significant and substantial commercial purpose of character;
- That seeks to make a profit on a continuous or repetitive basis from its activities on the land; and
- That is making a profit from its activities on the land, or that has a reasonable prospect of making a profit from its activities on the land if it continues to operate in the way that it is operating.

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Farm Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services with considerations to maintain agriculture as a major industry in the municipal district, to facilitate the longevity of the farm sector and achieve a balance between providing for municipal growth and retaining the important agricultural economic base.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of farm land which will be subject to the rate of commercial land.

The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Farm Land having the relevant characteristics described below:

- a. used primarily for primary production purposes; or
- b. any land that is not defined as General Land or Commercial/Industrial Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

75% of the General Rate.

Use of Land:

Any use permitted under the Surf Coast Shire Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Surf Coast Shire Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

8.1.3 Commercial/Industrial Rate

Definition:

Commercial/Industrial Land is any land, which is:

- a. Used primarily for the carrying out the manufacture or production of, or trade in goods or services (including tourist facilities and in the case of a business providing accommodation for tourists, is prescribed accommodation under the *Public Health and Wellbeing Act (Vic) 2008*; or
- b. Unoccupied building erected which is zoned Commercial or Industrial under the Surf Coast Shire Planning Scheme; or
- c. Unoccupied land which is zoned Commercial or Industrial under the Surf Coast Shire Planning Scheme

Objectives:

To ensure that Council has adequate funding to undertake its strategic, statutory, service provision and community services obligations and to ensure that the differential rate in the dollar declared for defined Commercial/Industrial Rate land properties is fair and equitable, having regard to the cost and the level of benefits derived from provision of Council services.

The commercial businesses of Surf Coast Shire benefit from ongoing significant investment by Council in services and infrastructure. Council also notes the tax deductibility of Council rates for commercial properties which is not available to the residential sector, and also the income generating capability of commercial based properties.

The Commercial differential rate is applied to promote the economic development objectives for the Surf Coast Shire as outlined in the Council Plan. These objectives include an ongoing significant investment to create a vibrant economy and includes the maintenance and improvement of tourism infrastructure. Construction and maintenance of public infrastructure, development and provision of health and community services and the general provision of support services and promotion of business in Surf Coast Shire.

Characteristics:

The characteristics of the planning scheme zoning are applicable to the determination of vacant land which will be subject to the rate applicable to Commercial/Industrial Land.

The classification of the land will be determined by the occupation of that land for its best use and have reference to the planning scheme zoning.

Types and Classes:

Commercial/Industrial having the relevant characteristics described below:

- a. used primarily for commercial purposes; or
- b. any land that is not defined as General Land or Farm Land.

Use of Rate:

The differential rate will be used to fund items of expenditure described in the Budget adopted by Council.

The level of the differential rate is the level which Council considers is necessary to achieve the objectives specified above.

Level of Rate:

190% of the General Rate.

Use of Land:

Any use permitted under the Surf Coast Shire Planning Scheme.

Geographic Location:

Wherever located within the municipal district.

Planning Scheme Zoning:

The zoning applicable to each rateable land within this category, as determined by consulting maps referred to in the relevant Surf Coast Shire Planning Scheme.

Types of Buildings:

All buildings which are already constructed on the land or which are constructed prior to the end of the financial year.

8.2 Advantages of a differential rating system

The advantages of utilising a differential rating system summarised below are:

- There is greater flexibility to distribute the rate burden between all classes of property, and therefore link rates with the ability to pay and reflecting the tax deductibility of rates for commercial and industrial premises.
- Differential rating allows Council to better reflect the investment required by Council to establish infrastructure to meet the needs of the commercial and industrial sector.
- Allows Council to reflect the unique circumstances of some rating categories where the application of a uniform rate may create an inequitable outcome (eg. Farming enterprises).
- Allows Council discretion in the imposition of rates to facilitate and encourage appropriate development of its municipal district in the best interest of the community. (ie. Vacant Commercial properties still attract the commercial differential rate)

8.3 Disadvantages of a differential rating system

The disadvantages in applying differential rating summarised below are:

- The justification of the differential rate can at times be difficult for the various rating groups to accept giving rise to queries, objections and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty to understand the system. Some rating categories may feel they are unfavourably treated because they are paying a higher level of rates than other ratepayer groups.
- Differential rating involves a degree of administrative complexity as properties continually shift from one type to another (eg. residential to commercial,) requiring Council to update its records. Ensuring the accuracy/integrity of Council's data base is critical to ensure that properties are correctly classified into their right category.
- Council may not achieve the objectives it aims for through differential rating. For example, Council may set its differential rate objectives to levy a higher rate on land not developed, however it may be difficult to prove whether the differential rate achieves those objectives.

9. Property Valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis.

Surf Coast Shire Council applies a Capital Improved Valuation (CIV) to all properties within the municipality to take into account the full development value of the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation. Council needs to be mindful of the impacts of revaluations on the various property types in implementing the differential rating strategy outlined in the previous section to ensure that rises and falls in Council rates remain affordable and that rating 'shocks' are mitigated to some degree.

9.1 Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary revaluations and advises Council on a monthly basis of valuation and Australian Valuation Property Classification Code (AVPCC) changes. Supplementary valuations bring the value of the affected property into line with the general valuation of other properties within the municipality.

Objections to supplementary valuations can be lodged in accordance with Part 3 of the *Valuation of Land Act 1960*. Any objections must be lodged with Council within two months of the issue of the supplementary rate notice.

9.2 Objections to property valuations

Part 3 of the *Valuation of Land Act 1960* provides that a property owner may lodge an objection against the valuation of a property or the Australian Valuation Property Classification Code (AVPCC) within two months of the issue of the original or amended (supplementary) Rates and Valuation Charges Notice (Rates Notice), or within four months if the notice was not originally issued to the occupier of the land.

A property owner must lodge their objection to the valuation or the AVPCC in writing to the Surf Coast Shire Council using the appropriate objection form that can be found on Council's website.

Property owners also have the ability to object to the site valuations on receipt of their Land Tax Assessment. An objection to a land tax assessment should be made directly to the Victorian Valuer-General. Property owners can appeal their land valuation within two months of receipt of their Council Rate Notice (via Council) or within two months of receipt of their Land Tax Assessment (via State Revenue Office).

10. Special charge schemes

The *Local Government Act 1989* recognises that Councils need help to provide improved infrastructure for their local communities. Legislation allows councils to pass on the cost of capital infrastructure to the owner of a property that generally receives a unique benefit from the construction works. The technical explanation of a Special Charge comes from legislation (under the *Local Government Act 1989*) that allows Councils to recover the cost of works from property owners who will gain special benefit from that work.

The purposes for which special rates and special charges may be used include road construction, kerb and channelling, footpath provision, drainage, and other capital improvement projects.

The special rate or special charges may be declared on the basis of any criteria specified by the Council in the rate (Section 163 (2)). In accordance with Section 163 (3), Council must specify:

- a) the wards, groups, uses or areas for which the special rate or charge is declared; and
- b) the land in relation to which the special rate or special charge is declared;
- c) the manner in which the special rate or special charge will be assessed and levied; and
- d) details of the period for which the special rate or special charge remains in force.

The special rates and charges provisions are flexible and can be used to achieve a wide range of community objectives. The fundamental principle of special rates and charges is that “special benefit” applies to those being levied. For example, they could be used to fund co-operative fire prevention schemes. This would ensure that there were no ‘free-riders’ reaping the benefits but not contributing to fire prevention. Landscaping and environmental improvement programs that benefit small or localised areas could also be funded using special rates or charges.

The application of special charge schemes in the Surf Coast Shire are administered under the Infrastructure Special Rate or Charge Scheme Policy, which is available on Council’s website.

11. Municipal charge

Another principle rating option available to Councils is the application of a municipal charge. Under Section 159 of the *Local Government Act (1989)*, Council may declare a municipal charge to cover some of the administrative costs of the Council. The legislation is not definitive on what comprises administrative costs and does not require Council to specify what is covered by the charge.

Under the Local Government Act, a Council's total revenue from a municipal charge in a financial year must not exceed 20% of the combined sum total of the Council's total revenue from the municipal charge and the revenue from general rates (total rates). However, under the Local Government Bill 2018, it was proposed to reduce this limit to 10%. Although the Local Government Bill 2018 legislation was not adopted, Council will limit the total revenue from the municipal charge to 10% of total rates as the changes are likely to be reintroduced to parliament in the near future.

The application of a municipal charge represents a choice to raise a portion of the rates by a flat fee for all properties, rather than sole use of the CIV valuation method.

The municipal charge applies equally to all properties and is based upon the recovery of a fixed cost of providing administrative services irrespective of valuation. Levying the same contribution amount per assessment to cover a portion of Councils administrative costs can be seen as an equitable method of recovering these costs.

12. Service rates and charges

Section 162 of the Local Government Act (1989) provides Council with the opportunity to raise service rates and charges for any of the following services:

- a) The provision of a water supply
- b) The collection and disposal of refuse
- c) The provision of sewerage services
- d) Any other prescribed service.

Council currently applies a service charge for the collection and disposal of refuse on urban properties (compulsory) and rural properties (optional), and providing waste services for the municipality (Street litter bins for instance). Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste services, including providing for the cost of rehabilitation of the Anglesea Landfill once it reaches the end of its useful life.

It is recommended that Council retain the existing waste service charge. Should Council elect not to have a waste service charge, this same amount would be required to be raised by way of an increased general rate meaning that residents in higher valued properties would substantially pay for the waste service of lower valued properties, but this would most likely be disallowed under the *Fair Go Rates* legislation. Whilst this same principle applies for rates in general, the mix of having a single fixed charge combined with valuation driven rates for the remainder of the rate invoice provides a balanced and equitable outcome.

13. Collection and administration of rates

The purpose of this section is to outline the rate payment options, processes, and the support provided to ratepayers facing financial hardship.

13.1 Payment options

In accordance with the *Local Government Act 1989*, Section 167(1), Ratepayers have the option of paying rates and charges by way of four instalments. Payments are due on the prescribed dates below, or alternatively a payment in full can be made by 30 September.

1st Instalment: 30 September

2nd Instalment: 30 November

3rd Instalment: 28 February

4th Instalment: 31 May

Council offers a range of payment options including: in person at Council offices (cheques, money orders, EFTPOS, credit/debit cards, online via Council's ratepayer portal, direct debit (on prescribed instalment due dates or monthly), BPAY, using Australia Post (over the counter, over the phone via credit card and on the internet) and by mail (cheques and money orders only).

13.2 Interest on arrears and overdue rates

Interest is charged on all overdue rates in accordance with Section 172 of the *Local Government Act 1989*. The interest rate applied is fixed under Section 2 of the *Penalty Interest Rates Act 1983*, which is determined by the Minister and published by notice in the Government Gazette.

13.3 Pensioner rebates

Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow may claim a rebate on their sole or principal place of residence. Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

With regards to new applicants, after being granted a Pensioner Concession Card (PCC), pensioners can then apply for the rebate at any time throughout the rating year. Retrospective claims up to a maximum of one previous financial year can be approved by Council on verification of eligibility criteria, for periods prior to this claims may be approved by the relevant government department.

13.4 Deferred payments

Under Section 170 of the *Local Government Act 1989*, Council may defer the payment of any rate or charge for an eligible ratepayers who property is their sole place of residency, allowing ratepayers an extended period of time to make payments or alternatively to forestall payments on an indefinite basis until the ratepayer ceases to own or occupy the land in respect of which rates and charges are to be levied.

Deferral of rates and charges are available to all ratepayers who satisfy the eligibility criteria and have proven financial difficulties. Where Council approves an application for deferral of rates or charges, interest will continue to be levied on the outstanding balance of rates and charges but at an interest

rate fixed annually by Council. This deferred interest rate will typically be well under the penalty interest rate levied by Council on unpaid rates and charges.

Ratepayers seeking to apply for such provision will be required to submit a Rates Deferment Application form which is available at the council offices, on the Council website or which can be posted upon request.

13.5 Rates Assistance Policy

It is acknowledged at the outset that various ratepayers may experience financial hardship for a whole range of issues and that meeting rate obligations constitutes just one element of a number of difficulties that may be faced. The purpose of the Rates Assistance Policy is to provide options for ratepayers facing such situations to deal with the situation positively and reduce the strain imposed by financial hardship. Ratepayers may elect to either negotiate a rate payment plan or apply for a rate deferral.

Ratepayers seeking to apply for such provision will be required to submit a Rates Deferment Application form or a Rate Arrangement Application which is available at the council offices, website or can be posted upon request.

13.6 COVID-19 Hardship Policy

In 2020 Council introduced a COVID-19 Hardship policy to offer relief measures to ratepayers enduring financial hardship due to the Coronavirus pandemic. The COVID-19 Hardship Policy covers the period from March 2020 to June 2022.

The Policy waived penalty interest on all overdue rates and charges until 30 June 2021, and enabled affected customers to enter payment plans with flexible start dates and payment-free periods of up to three months until 30 June 2022.

13.7 Debt recovery

Council makes every effort to contact ratepayers at their correct address but it is the ratepayers' responsibility to properly advise Council of their contact details. The *Local Government Act 1989* Section 230 and 231 requires both the vendor and buyer of property, or their agents (e.g. solicitors and or conveyancers), to notify Council by way of notice disposition or acquisition of an interest in land.

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest.

In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

If an amount payable by way of rates in respect to land has been in arrears for three years or more, Council may sell the land in accordance with the *Local Government Act 1989* Section 181

14. Fire Services Property Levy

In 2016 the Victorian State Government passed legislation requiring the Fire Services Property Levy to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The Fire Services Property Levy helps fund the services provided by Fire Rescue Victoria (FRV) and the Country Fire Authority (CFA). All Fire Services levies collected by Council are passed through to the State Government.

The Fire Services Property Levy is based on two components, a fixed charge, and a variable charge which is linked to the Capital Improved Value of the property. This levy is not included in the rate cap, and increases in the levy are at the discretion of the State Government.

15. Other revenue items

The provision of infrastructure and services form a key part of Council's role in supporting the local community. In providing these, Council must consider a range of 'Best Value' principles including service cost and quality standards, value-for-money, and community expectations and values. Council must also balance the affordability and accessibility of infrastructure and services with its financial capacity and in the interests of long-term financial sustainability.

Councils must also comply with the government's Competitive Neutrality Policy for significant business activities they provide and adjust their service prices to neutralise any competitive advantages when competing with the private sector.

In providing services to the community, Council must determine the extent of cost recovery for particular services consistent with the level of both individual and collective benefit that the services provide and in line with the community's expectations.

Services are provided on the basis of one of the following pricing methods:

- a. Market Price
- b. Full Cost Recovery Price
- c. Subsidised Price

Market Pricing (a) is where Council sets prices based on the benchmarked competitive prices of alternate suppliers. In general market price represents full cost recovery plus an allowance for profit. Market prices will be used when other providers exist in the given market, and Council needs meet its obligations under the government's *Competitive Neutrality Policy*.

It should be noted that if a market price is lower than Council's full cost price, then the market price would represent Council subsidising that service. If this situation exists, and there are other suppliers existing in the market at the same price, this may mean that Council is not the most efficient supplier in the marketplace. In this situation, Council will consider whether there is a community service obligation and whether Council should be providing this service at all.

Full Cost Recovery Price (b) aims to recover all direct and indirect costs incurred by Council. This pricing should be used in particular where a service provided by Council benefits individual customers specifically, rather than the community as a whole. In principle, fees and charges should be set at a level that recovers the full cost of providing the services unless there is an overriding policy or imperative in favour of subsidisation.

Subsidised Pricing (c) is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (ie Council provides the service free of charge) to partial subsidies, where Council provides the service to the user with a discount. The subsidy can be funded from Council's rate revenue or other sources such as Commonwealth and state funding programs.

The Victorian Auditor General's Office report "Fees and charges – cost recovery by local government" recommends that councils develop a user fee pricing policy to help guide the fair and equitable

setting of prices. The report outlines the process for setting fee prices and includes such principles as:

- Both direct and indirect costs to be taken into account when setting prices
- Accessibility, affordability and efficient delivery of services must be taken into account
- Competitive neutrality with commercial providers.
- Full Council Subsidy Pricing and Partial Cost Pricing should always be based on knowledge of the full cost of providing a service.

Council acknowledges the best-practice principles recommended in the Victorian Auditor General's Office report, and is working towards the implementation of these principles. Council's 'People Place Future' community engagement project (to be held in mid-2021) to support the creation of the 2021-2025 Council Plan and Financial Plan will further inform Council's pricing strategies. Following the creation of the Council Plan and Financial Plan Council may re-visit the Revenue and Rating Strategy to incorporate recommendations arising from the community engagement process

Council's current strategy around the pricing of service delivery can be summarised as:

- Remaining comparative to other service providers (via benchmarking fees and charges)
- Progressive implementation of service reviews
- Optimising the remaining life of the Anglesea Landfill (with respect to waste service fees and charges)
- Using short-term fee subsidies for new facilities to attract new users and new services
- Setting fees and charges that account for the increasing cost of providing services

Remaining comparative to other service providers:

When setting fees and charges Council compares its proposed prices against both commercial operators and neighbouring councils in a regional, sector, and local context to ensure that services provided do not undercut other providers or unnecessarily effect local markets for services.

Service reviews:

Council conducts ongoing service reviews, with targeted reviews completed as part of its Business Improvement program. The aim of the Business Improvement program is to identify ongoing savings that can be obtained by identifying efficiencies and changing Council services for the better. Part of these reviews include detailed review of costs and revenues and identifying where Council may be subsidising service delivery. Any changes to Council pricing are recommended for consideration in the Council budget following the service review.

Waste Service fees and charges prices set within the context of the life of the Anglesea Landfill:

The Anglesea Landfill is a finite asset for Council, with a limited amount of space left to be filled before the site reaches capacity. Council sets its fees for waste services in a regional context that aims to balance the need to provide an affordable services for local residents, whilst at the same time providing a disincentive for users from other regions to dump at the Anglesea Landfill when there are suitable waste facilities available closer to where they operate. This strategy will ensure that the life of the Anglesea Landfill is maximised and provides the most benefit to Shire residents.

New facility fee subsidies to attract new services and users:

When opening a new facility, Council may elect to provide subsidised pricing for a period of time to attract new service providers and users to the facility. Many modern facilities are built with multiple uses and complementary service provision in mind. By providing a short term pricing subsidy for new facilities, Council can encourage new service providers enter the facility and start providing important services to the local community. Council may also recalibrate fees at similar facilities to ensure prices take into account improvements in service provision.

Setting fees and charges that account for the increasing cost of providing services:

When setting prices for the next financial year, Council will review service costs and ensure that any increasing costs are taken into account. Additional costs may be related to change in service provision, new legislation affecting the cost of providing services, or inflationary pressures on operating costs.

Council develops a table of fees and charges as part of its annual budget each year. Proposed pricing changes will be included in this table and will be communicated to stakeholders before the budget is adopted, giving them the chance to review and provide feedback before the fees are locked in.

15.1 USER FEES AND CHARGES

User fees and charges are those that Council will charge for the delivery of services and use of community infrastructure.

Examples of User Fees and Charges include:

Infrastructure:

- vehicle crossing permits
- Asset protection permits
- Building over easement fees
- Legal point of discharge (stormwater) permits
- Stormwater connection permits

Waste:

- Gate fees for garbage and recyclable material drop-offs
- Gate fees for construction & demolition waste
- Sale of mulch and other reusable items
- Bin upgrade and additional kerbside services fees

Administration:

- Recovery referral fees
- Copy fees for old permits and records

Facilities/Services:

- Water standpipe charges
- Community bus hire
- Public hall or facility hire charges
- Winchelsea swimming pool entrance fees
- Winchelsea health club memberships
- Sport and Recreation activity fees
- Australian National Surfing Museum entrance fees

Planning and Compliance

- Planning permit adjustment fees
- Planning advice fees
- Food and health business registration fees
- Street trading permits
- Pet registrations

User fees and charges are reviewed individually on an annual basis, taking into account service costs (where identified), market conditions (including competitor or neighbouring council pricing), movements in the Consumer Price Index (CPI), and usage/volume rates. Generally fees and charges will be indexed to CPI unless there is a compelling reason not to increase the charge. As service reviews are completed fees and charges are again reviewed for appropriateness.

Council's annual budget includes a fees and charges list outlining each user fee and charge, comparison to the previous year, and GST status.

15.2 STATUTORY FEES AND CHARGES

Statutory fees and fines are those which Council collects under the direction of legislation or other government directives. The rates used for statutory fees and fines are generally advised by the state government department responsible for the corresponding services or legislation, and generally councils will have limited discretion in applying these fees.

Examples of Statutory Fees and Fines include:

- Planning and subdivision fees
- Building and Inspection fees
- Infringements and fines
- Land Information Certificate fees
- Works Within Road Reserve Permits

Penalty and fee units are used in Victoria's Acts and Regulations to describe the amount of a fine or a fee.

Penalty units

Penalty units are used to define the amount payable for fines for many offences. For example, the fine for selling a tobacco product to a person aged under 18 is four penalty units.

One penalty unit is currently \$165.22, with this pricing fixed from 1 July 2020 to 30 June 2021. The rate for penalty units is indexed each financial year so that it is raised in line with inflation. Any change to the value of a penalty unit will happen on 1 July each year.

Fee units

Fee units are used to calculate the cost of a certificate, registration or licence that is set out in an Act or Regulation. For example, the cost of depositing a Will with the Supreme Court registrar of probates is 1.6 fee units.

The value of one fee unit is currently \$14.81. This value may increase at the beginning of a financial year, at the same time as penalty units. The cost of fees and penalties is calculated by multiplying the number of units by the current value of the fee or unit. The exact cost may be rounded up or down.

Council's annual budget includes a fees and charges list outlining each statutory fee, comparison to the previous year, and GST status.

15.3 GRANTS

Grant revenue represents income usually received from other levels of government. Some grants are singular and attached to the delivery of specific projects, whilst others can be of a recurrent nature and may or may not be linked to the delivery of projects.

Council will pro-actively advocate to other levels of government for grant funding support to deliver important infrastructure and service outcomes for the community. Council may use its own funds to leverage higher grant funding and maximise external funding opportunities.

When preparing its financial plan, Council considers its project proposal pipeline, advocacy priorities, upcoming grant program opportunities, and co-funding options to determine what grants to apply for. Council will only apply for and accept external funding if it is consistent with the Community Vision, and does not lead to the distortion of Council Plan priorities.

Grant assumptions are then clearly detailed in Council's budget document. No project that is reliant on grant funding will proceed until a signed funding agreement is in place, and grant funds will only be included in Council's budget when the funds are confirmed via a signed funding agreement or official notification from the grantor.

15.4 CONTRIBUTIONS

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects.

Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Examples of Contributions include:

- Monies collected from developers under planning and development agreements
- Monies collected under developer contribution plans and infrastructure contribution plans
- Contributions from user groups towards upgrade of facilities
- Assets handed over to council from developers at the completion of a subdivision, such as roads, drainage, and streetlights.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until signed agreement outlining the contribution details is in place.

Contributions linked to developments can be received well before any Council expenditure occurs. In this situation, the funds will be identified and held in a separate cash reserve for the specific works identified in the agreements.

15.5 INTEREST ON INVESTMENTS

Council receives interest on funds managed as part of its investment portfolio, where funds are held in advance of expenditure, or for special purposes. The investment portfolio is managed per Council's investment policy, which seeks to earn the best return on funds, whilst minimising risk.

15.6 BORROWINGS

Whilst not a source of income, borrowings can be an important cash management tool in appropriate circumstances. Loans can only be approved by Council resolution. Council borrowings are managed per Council's borrowings policy, which seeks to ensure borrowings are kept at responsible levels in line with Council's financial management principles.