

Special Rate Area

Dinner Plain



0 100 200 m

Coordinate System GDA94 MGA Zone 55

Created: 26/3/2018

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Alpine Shire

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ALPINE

SHIRE COUNCIL

Budget 2021/22

Contents

1	Mayor and CEO’s Introduction	3
2	Link to the Integrated Planning and Reporting Framework.....	5
2.1	Legislative planning and accountability framework	5
2.2	Our Purpose.....	7
2.3	Strategic Objectives	8
3	Services, and Service Performance Indicators.....	8
3.1	A High Performing Organisation	9
3.2	A Responsible and Sustainable Organisation	11
3.3	Incredible Places for our Community and Visitors	11
3.4	Infrastructure and Open Spaces that our Community is Proud Of	12
3.5	Highly Utilised and Well Managed Community Facilities.....	14
3.6	A Well Planned and Safe Community	16
3.7	A Thriving and Connected Community.....	18
4	Financial Statements.....	20
4.1	Comprehensive Income Statement	20
4.2	Balance Sheet	21
4.3	Statement of Changes in Equity.....	22
4.4	Statement of Cash Flows.....	23
4.5	Statement of Capital Works	24
4.6	Statement of Human Resources.....	25
5	Notes to the Financial Statements.....	28
5.1	Rates and Charges.....	28
5.2	Grants	39
5.3	Borrowings.....	41
5.4	Capital Works Program	42
5.5	Financial Performance Indicators	50
6	Schedule of Fees and Charges	52



1 Mayor and CEO's Introduction

We are delighted to present the Alpine Shire Council 2021/22 budget.

As our community continues to recover from the twin impacts of the 2020 Bushfires and the COVID 19 pandemic, this budget includes projects and initiatives that will help our community and businesses transition to more prosperous times.

Council is currently seeking feedback from you to guide us in the development of our refreshed Community Vision and key strategies, including a new Council Plan to be adopted in October 2021.

Council's 2021/22 budget provides a strong financial position, enabling us to focus on the critical services and initiatives which support our community and to complete our capital works program, delayed because of the difficult conditions during 2020 and 2021.

In 2021/22, Council is planning to undertake the largest level of capital expenditure in its history totalling \$15m, supported by significant government grant funding of \$8m.

Significant projects include the Mount Beauty Airport Upgrade (\$3m), Dinner Plain Activation Phase 1 (\$1.2m), the Great Valley Trail (\$1.7m) and the Dargo High Plains Road Renewal (\$1.2m).

Please see the Capital works section of the Budget document for more details of Council's 2021/22 capital works program.

We will continue to maintain our vital civil assets to a standard that we are all proud of, from our roads, bridges and footpaths to our buildings, public amenities, bins and recreational areas.

As we progress through 2021, Council will adopt and implement its Economic Development Strategy and Events Strategy, which will deliver a strong foundation for the Shire's economy in the short-term and over the coming years.

Our planning, building, local laws and environmental health functions will continue to underpin our ability to support a safe, sustainable and highly liveable Shire.

Our greenhouse gas emissions will be reduced through various initiatives including the mercury vapour street light replacement project.

While we continue to adapt to changing conditions, our budget provides full support for our diverse community facilities and activities, from our libraries, airports, swimming pools and visitor information centres, to our youth activities and maternal and child health services.

We are well positioned to continue support for the Shire's economic and social development through a range of grant programs and initiatives.

The budget proposes a rate increase of 1.5% for 2021/22, compared with last year's increase of 2.0%, and in line with the Fair Go Rates System, which caps Victorian council rate increases in line with inflation.

In 2021/22 the material and services budget has increased, arising from the additional Capital Works projects, various Strategic Planning projects, additional landfill levy costs and triennial Elm Leaf Beetle treatment.

Employee costs for the 2021/22 year have also temporarily increased in response to the changing service requirements, including continued Bushfire Recovery support, circular economy and climate action initiatives, increased demand for statutory planning services, and an increase in capacity required to deliver the Capital Works program.



We are proud to serve an area which is known for its natural beauty, its vibrant communities and its many opportunities for both residents and visitors.

We look forward to supporting the Alpine Shire in its ability to thrive for years ahead, and as always, welcome your suggestions as to how we can make our region an even better place to live and to visit.

Cr John Forsyth
Mayor

Charlie Bird
Chief Executive Officer

Financial Snapshot

Key Statistics	2020/21 Forecast	2021/22 Budget
Total Operating Expenditure (\$000)	29,265	30,457
Underlying Operating Surplus (\$000)	4,640	6,607
Capital Works Expenditure (\$000)	7,093	15,476
Staff Numbers (EFT)	112	124

Budgeted Expenditure by Strategic Objective	2021/22 Budget	% of Budget
A high performing organisation	11,213	26%
A responsible and sustainable organisation	2,755	6%
Incredible places for our community and visitors	17,878	42%
Infrastructure and open spaces that our community is proud of	2,756	6%
Highly utilised and well managed community facilities	5,119	12%
A well planned and safe community	604	1%
A thriving and connected community	2,168	5%

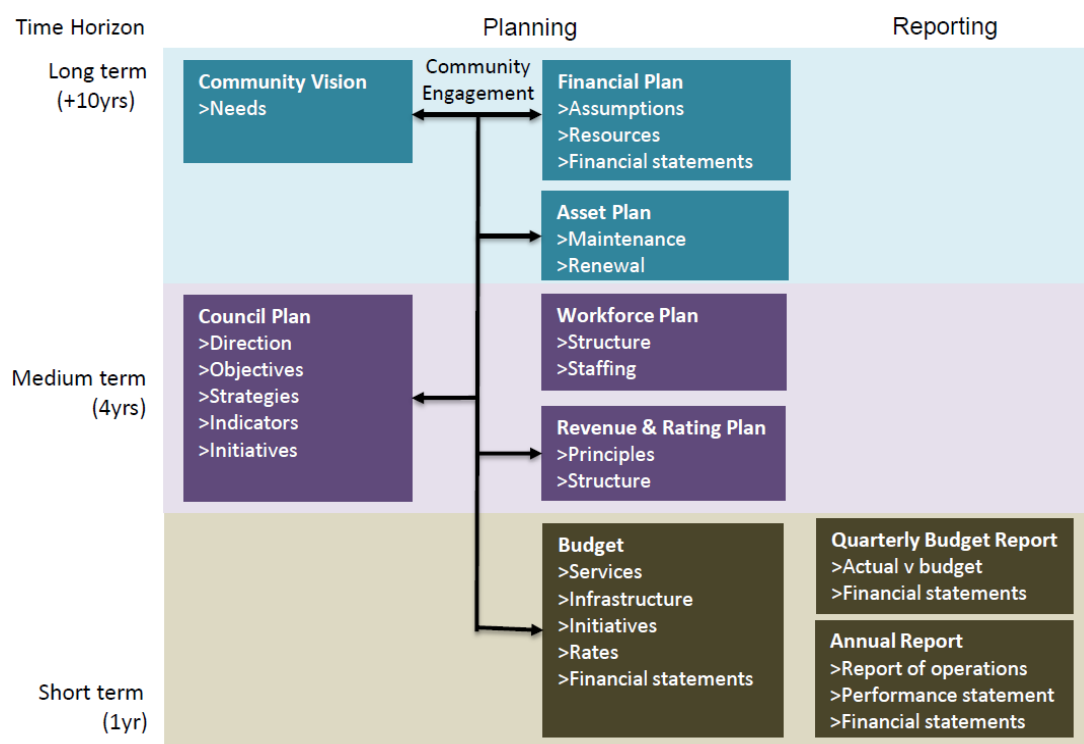
2 Link to the Integrated Planning and Reporting Framework

This section describes how the Annual Budget links to the achievement of the Community Vision and Council Plan within an overall integrated planning and reporting framework.

This framework guides the Council in identifying community needs and aspirations over the long term (Community Vision and Financial Plan), medium term (Council Plan, Workforce Plan and Revenue and Rating Plan) and short term (Budget) and then holding itself accountable (Annual Report).

2.1 Legislative planning and accountability framework

The Budget is a rolling four-year plan that outlines the financial and non-financial resources that Council requires to achieve the strategic objectives described in the Council Plan. The diagram below depicts the integrated planning and reporting framework that applies to local government in Victoria. At each stage of the integrated planning and reporting framework there are opportunities for community and stakeholder input. This is important to ensure transparency and accountability to both residents and ratepayers.



Source: Mark Davies (Financial Professional Solutions)

The timing of each component of the integrated planning and reporting framework is critical to the successful achievement of the planned outcomes.



2.1.1 Key Planning Considerations

Although councils have a legal obligation to provide some services— such as animal management, local roads, food safety and statutory planning—most council services are not legally mandated, including some services closely associated with councils, such as libraries, building permits and sporting facilities. Further, over time, the needs and expectations of communities can change.

Therefore, councils need to have robust processes for service planning and review to ensure all services continue to provide value for money and are in line with community expectations. In doing so, councils should engage with communities to determine how to prioritise resources and balance service provision against other responsibilities such as asset maintenance and capital works.

Community consultation needs to be in line with a council's adopted Community Engagement Policy and Public Transparency Policy.



2.2 Our Purpose

Our Community Vision

“The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment”.

The 2030 Community Vision was developed in consultation with our community in 2005 and revised in 2010. This vision identifies and articulates the long-term aspirations, needs and opportunities of our community and is also consistent with community sentiment expressed during the development of the Council Plan 2017-21.

Council is currently seeking feedback from you to guide us in the development of our refreshed Community Vision and key strategies with our Council Plan to be adopted in October 2021.

Our Commitment to the community

We take a fresh and enthusiastic approach to delivering outcomes for our community. We will continue to focus on the key functions of Council while delivering on our strategic initiatives and implementing policies and plans to support a healthy and well-connected community.

Our Values

1. Accountable
2. Leadership
3. Productive
4. Integrity
5. Nurture
6. Engaged

2.3 Strategic Objectives

To achieve this vision, the Council focuses its efforts on delivering seven long term objectives as detailed in the Council Plan 2017-21. These objectives guide Council's delivery of projects and services to the community over the course of the Council term.

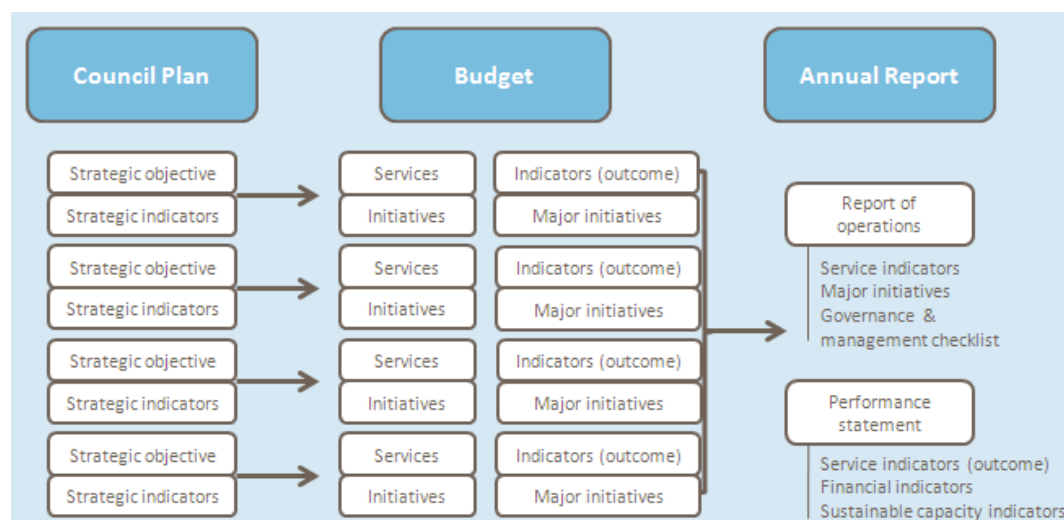
Strategic Objectives	Strategies
1. A high performing organisation	<ul style="list-style-type: none"> Communicate and engage with stakeholders. Advocate for the community on key issues. Lead and govern with integrity. Build a skilled organisation with a positive culture.
2. A responsible and sustainable organisation	<ul style="list-style-type: none"> Provide an excellent customer experience. Manage our financial resources sustainably. Identify and manage Council's risk. Balance financial, environmental and community outcomes.
3. Incredible places for our community and visitors	<ul style="list-style-type: none"> Identify our community's infrastructure aspirations. Deliver Council's capital works program on time, to budget, and to the satisfaction of stakeholders.
4. Infrastructure and open spaces that our community is proud of	<ul style="list-style-type: none"> Manage and maintain Council infrastructure. Understand and plan for Council's asset renewal requirements. Prepare for and respond to community emergency events. Maintain Council's parks, trees and reserves.
5. Highly utilised and well managed community facilities	<ul style="list-style-type: none"> Soundly operate and manage community facilities. Deliver quality services for our community. Align services with community expectations.
6. A well planned and safe community	<ul style="list-style-type: none"> Plan for and manage development to enhance liveability. Raise awareness and educate our community about laws, regulations and codes. Enforce local laws, regulations and codes.
7. A thriving and connected community	<ul style="list-style-type: none"> Strengthen visitor attraction and the visitor experience. Support and encourage investment and enterprise. Improve healthy eating and physical activity. Stop family violence against women and children. Reduce the incidence of alcohol and other drug harm. Create socially connected and supported communities.

Council is currently seeking feedback from you to guide us in the development of our refreshed Community Vision and key strategies with our Council Plan to be adopted in October 2021.

3 Services, and Service Performance Indicators

This section provides a description of the services and initiatives to be funded in the Budget for the 2021/22 year and how these will contribute to achieving the strategic objectives outlined in the Council Plan. It also describes several initiatives and service performance outcome indicators for key areas of Council's operations. In line with legislation, Council has identified major initiatives, and service performance outcome indicators in the Budget and will report against them in the Annual

Report to support transparency and accountability. The relationship between these accountability requirements in the Council Plan, the Budget and the Annual Report is shown below



Source: Department of Jobs, Precincts and Regions

3.1 A High Performing Organisation

A new Community Vision and Council Plan are currently being developed in consultation with the community, resetting the vision and strategies to guide Council's activities over the next four years.

Council will continue to invest in its workforce to ensure that our people have the skills and capabilities to deliver a high level of customer service in a safe and compliant manner. Increased human resource expenditure reflects Council's focus on increased capital works program, planning and transferring delivery of certain activities in-house.

Council will continue its strong program of advocacy to all levels of government and to key groups across the North East and Hume region.

3.1.1 Services

Service area	Description of services provided		2020/21	2021/22
			Forecast	Budget
			\$'000	\$'000
Councillors and Executive	Includes all human resources support, marketing and communications activities, and advocacy activities. This area also includes remuneration for the Council workforce, the Mayor and the Councillors.	Exp	10,948	11,213
		Rev	1,332	0
		NET Expense (Revenue)	9,616	11,213

It is noted that the expenditure for this service area captures all employee costs across Council including Councillors.

3.1.2 Major Initiatives

- Community Vision (continued)
- Council Plan (continued)
- Gender Equality Action Plan (GEAP)
- Workforce Plan

3.1.3 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Governance	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

3.2 A Responsible and Sustainable Organisation

Council will continue to focus effort on implementing the new Local Government Act, representing the most comprehensive reform of local government in Victoria for 30 years. The Act will improve local government democracy, accountability and service delivery and is to be phased in four stages to June 2022.

Following a review of Council's business technology strategy, Council will continue work to upgrade its core technology applications to improve our customers' experience. New functionality will better enable timely and efficient maintenance of Council's rates and property database, and reduce manual effort, duplication and rework for staff. Council will also continue to improve its IT Governance to ensure that technology investments are prudent, prioritised and effective.

Council takes the health and safety of its people seriously and will continue to implement improvements to procedures to ensure that health and safety risks in our workplaces are mitigated.

3.2.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Corporate	Corporate manages the supporting functions to help Council to deliver services in an efficient, effective and safe manner. This includes financial control and planning, revenue collection, information technology, customer service, governance, and risk management.	Exp	2,443	2,755
		Rev	20,306	20,788
		NET Expense (Revenue)	(17,863)	(18,033)

3.2.2 Major Initiatives

- Local Government Act Implementation
- Adoption of Financial Plan
- Adoption of Asset Plan

3.2.3 Service Performance Outcome Indicators

There are no prescribed service performance outcome indicators for this service.

3.3 Incredible Places for our Community and Visitors

In 2021/22 Council will deliver a steady pipeline of capital projects to renew, upgrade and develop Council's suite of capital assets. Council continues in its commitment to ensuring that our properties, plant and equipment, roads, bridges, footpaths, recreational areas, and the Rail Trail remain in a condition that we can be proud of.

Notably Council will spend \$3m on the Mount Beauty Airport Upgrade and will continue the significant program of work to construct the Great Valley Trail connecting Bright and Harrietville (\$1.7m).

Other notable projects include Dinner Plain Activation and the Dargo High Plains Road Renewal.

3.3.1 Services

Service area	Description of services provided	2020/21 Forecast \$'000	2021/22 Budget \$'000
Asset Development	This area delivers the critical projects to renew and upgrade our community assets, and to develop new assets. The area is in part subsidised by recurrent and non-recurrent grants.		Refer to Capital Works budget

3.3.2 Major Initiatives

- Mt Beauty Airport
- Dinner Plain Activation
- Dargo High Plains Road
- Great Valley Trail

Please refer to the Capital Works budget for the full project list.

3.3.3 Service Performance Outcome Indicators

There are no prescribed service performance outcome indicators for this service.

3.4 Infrastructure and Open Spaces that our Community is Proud Of

Council will continue to inspect and prioritise regular maintenance of its assets within the engineering, civil infrastructure, open spaces and building areas to ensure the amenity is maintained to achieve a long lifespan of our assets.

Council will update its asset management plans for all major asset classes in line with new legislation and continue to improve data.

In addition, Council will continue to undertake relevant actions in line with the Municipal Emergency Management Plan improving community engagement and resilience in the community.

3.4.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Local Roads, Bridges and Drainage	This area involves the maintenance of all Council's roads, and bridges. Council has 576km of roads, 120 bridges and over 40 major culverts. Spending in this area also covers roadside vegetation and drainage.	Exp	750	858
		Rev	18	18
		NET Expense (Revenue)	732	840
Footpaths	Maintenance of Council footpaths. Also includes snow grooming services for Dinner Plain.	Exp	86	86
		Rev	0	0
		NET Expense (Revenue)	86	86
Open Spaces	This service involves the maintenance of all of Council's open space areas such as playgrounds, parks, street trees, roundabouts and public reserves.	Exp	558	632
		Rev	22	22
		NET Expense (Revenue)	536	610
Building Maintenance	This service is responsible for the maintenance of all of Council's buildings. This includes operational buildings such as depots, administration buildings and libraries as well as community buildings such as halls, senior citizens centres and childcare centres. This area is also responsible for rectifying damage caused by vandalism.	Exp	259	325
		Rev	0	0
		NET Expense (Revenue)	259	325
Operations	Administration and management of Myrtleford, Bright and Mount Beauty works depots and plant maintenance and operational expenses.	Exp	768	787
		Rev	68	70
		NET Expense (Revenue)	700	717
Emergency Management	This covers the administrative costs of Council's Emergency Management Planning role, maintenance of various flood warning infrastructure, and additional coordination activities which are fully grant funded.	Exp	69	68
		Rev	98	98
		NET Expense (Revenue)	(29)	(30)

3.4.2 Major Initiatives

- Elm Leaf Beetle Treatment and Upper Canopy Works (High Risk Areas)
- Essential Safety Measures System
- Asset Management Revaluations and Reporting

3.4.3 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Roads	Satisfaction	Satisfaction with sealed local roads	Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads.

3.5 Highly Utilised and Well Managed Community Facilities

During 2021/22 Council will implement its events waste management plan and continue to invest in rehabilitating its Porepunkah and Myrtleford landfills to meet environmental obligations. Council will also upgrade its electronic waste infrastructure to better enable effective processing.

Council will direct resources towards improving its sustainability through Recycling Victoria and climate action initiatives. Council will also implement renewable energy upgrades for Council's buildings and install energy efficient street lighting.

Council will continue to support its libraries, Visitor Information Centres, seasonal pools and sports centres for the benefit of our residents and visitors.

3.5.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Airports	Provision and maintenance of aerodromes at Mount Beauty and Porepunkah.	Exp	40	44
		Rev	35	36
		NET Expense (Revenue)	5	8
Property Management	This service manages public amenity facilities across the Alpine Shire as well as the Bright Holiday Park.	Exp	707	729
		Rev	450	478
		NET Expense (Revenue)	257	251
Recreation	Council supports the development and maintenance of recreation reserves across the Shire and also supports recreation clubs and committees.	Exp	91	106
		Rev	0	0
		NET Expense (Revenue)	91	106
School Crossings	Council provides the school crossing supervisor function to schools within the Alpine Shire Council.	Exp	2	2
		Rev	37	37
		NET Expense (Revenue)	(35)	(35)
Swimming Pools	This service involves the running of Bright Sports Centre, the provision of outdoor seasonal pools at Myrtleford and Mount Beauty and lifeguarding at the Bright and Porepunkah river pools.	Exp	371	412
		Rev	129	210
		NET Expense (Revenue)	242	202
Visitor Information Centres	This service comprises visitor information services located at Bright, Mount Beauty and Myrtleford. Income is derived from the sale of souvenirs and the lease of the River-deck Café in Bright.	Exp	124	127
		Rev	156	156
		NET Expense (Revenue)	(32)	(29)
Waste and Recycling	Provision of waste management and recycling services across the Shire. This includes kerbside garbage and recycling collection services as well as the operation of the Myrtleford landfill and transfer stations at Mount Beauty and Porepunkah.	Exp	2,411	2,651
		Rev	3,338	3,476
		NET Expense (Revenue)	(927)	(825)

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Libraries	Libraries consist of the Alpine Shire library branches in Myrtleford, Bright and Mount Beauty and delivery of programs such as rhyme time, story time, school holiday programs and visiting authors. The Council also operates the High Country Library Network Hub, which undertakes the purchase and management of books and library materials for the Alpine Shire Council as well as neighbouring councils of Benalla, Mansfield and Wangaratta as a shared service.	Exp	632	704
		Rev	900	930
		NET Expense (Revenue)	(268)	(226)
Dinner Plain Facilities	Provision of specific waste collection and public facilities services for Dinner Plain.	Exp	381	344
		Rev	376	384
		NET Expense (Revenue)	5	(40)

3.5.2 Major Initiatives

- Events Waste Management Plan Implementation
- Porepunkah Landfill Rehabilitation
- Myrtleford Landfill Rehabilitation
- Energy Efficient Street Lighting

3.5.3 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Libraries	Participation	Active library members	[Number of active library members / municipal population] x100
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
Aquatic Facilities	Utilisation	Utilisation of aquatic facilities	Number of visits to aquatic facilities / Municipal population

3.6 A Well Planned and Safe Community

Council will undertake a suite of strategic planning projects to update our town planning framework to support Alpine Shire's environmental, economic and community aspirations. Our Land Development Strategy aims to understand the future demand for residential, commercial and industrial land, and will provide evidence for future rezoning and amendments to the Alpine Planning Scheme. This will be finalised this year and amendments to the scheme commenced.

Council's Domestic Wastewater Management Plan provides a framework for sustainable domestic wastewater practices to protect the health of the community and the surrounding environment. Council will undertake a review of this plan to ensure we continue to deliver in line with contemporary requirements.

In consultation with our community Council will also complete a new Domestic Animal Management Plan to outline how animal management is administered by Council and to outline programs, services and strategies which Council will employ to effectively manage domestic animals within the municipality.

3.6.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Statutory Planning	This function covers the assessment of planning applications, the provision of advice to developers and property owners and representing Council at the Victorian Civil and Administrative Tribunal. The cost of this service is partially offset by income received as planning application fees.	Exp	71	120
		Rev	364	344
		NET Expense (Revenue)	(293)	(224)
Building Services	This service provides statutory building services to the community and includes processing of building applications, emergency management responsibilities, fire safety inspections, audits of swimming pool barriers and investigations of complaints and illegal works. The cost of this service is partially offset by income received as application permits.	Exp	36	36
		Rev	299	244
		NET Expense (Revenue)	(263)	(208)
Environmental Health	This service provides for the registration and inspection of all food premises, waste water applications, investigation of complaints in relation to noise, odours, dealing with infectious disease outbreaks and other health issues.	Exp	79	62
		Rev	26	175
		NET Expense (Revenue)	53	(113)
Local Laws	This area provides animal registrations, animal management, and local law enforcement.	Exp	49	49
		Rev	82	81
		NET Expense (Revenue)	(33)	(32)
Strategic Planning	Strategic planning prepares and reviews amendments to the Alpine Planning Scheme, structure plans, strategies, master plans, urban growth plans, frameworks and design guidelines.	Exp	180	337
		Rev	20	20
		NET Expense (Revenue)	160	317

3.6.2 Major Initiatives

- Bright Western Gateway Precinct Structure Plan
- Land Development Strategy
- Myrtleford and Mount Beauty Town Centre Urban Design Frameworks
- Planning Scheme Amendments
- Planning Customer Service Process Improvements

3.6.3 Service Performance Indicators

Service	Indicator	Performance Measure	Computation
Statutory planning	Decision making	Council planning decisions upheld at VCAT	[Number of VCAT decisions that did not set aside Council's decision in relation to a planning application / Number of VCAT decisions in relation to planning applications] x100
Animal Management	Health and safety	Animal management prosecutions	Number of successful animal management prosecutions
Food safety	Health and safety	Critical and major non-compliance outcome notifications	[Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about a food premises followed up / Number of critical non-compliance outcome notifications and major non-compliance outcome notifications about food premises] x100

3.7 A Thriving and Connected Community

In 2021/22 Council will continue to strengthen the resilience of our community through reliance activities like community planning sessions as well as programs, events, community catchups, live and local programs identified as priorities throughout our communities. Council will also look to the future through volunteer training and development of a volunteer database through neighbourhood and community centres for mobilising in case of a future emergency event.

Council will also adopt and implement two key strategies, the Economic Development Strategy, and the Events Strategy, underpinning the direction of our economy and vibrancy over the coming years.

3.7.1 Services

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Community Development	This service is concerned with building community capacity. Key areas include community resilience, the community grant program and implementing the Municipal Health and Wellbeing Plan.	Exp	1,055	524
		Rev	654	412
		NET Expense (Revenue)	401	112
Dinner Plain Services	Provision of specific services to Dinner Plain such as marketing and events of this alpine village, and the provision of the Dinner Plain to Mount Hotham winter bus service.	Exp	171	420
		Rev	10	0
		NET Expense (Revenue)	161	420

Service area	Description of services provided		2020/21 Forecast \$'000	2021/22 Budget \$'000
Economic Development	This service facilitates local and new business to develop and grow.	Exp	525	123
		Rev	273	0
		NET Expense (Revenue)	252	123
Festivals and Events	Events are a major contributor to the economy. Council has a role in facilitating the events agenda.	Exp	212	532
		Rev	90	65
		NET Expense (Revenue)	122	467
Tourism	This services provides destination marketing and aids in the development of the local industry. It develops and distributes tourism collateral including the Shire's Official Visitors Guide, trail brochures, maps and retail and dining guide.	Exp	514	382
		Rev	20	0
		NET Expense (Revenue)	494	382
Youth	Provision of specific services to youth in the community, including youth awards, youth activities and the Learner to Probationary (L2P) program.	Exp	155	157
		Rev	132	60
		NET Expense (Revenue)	23	97

3.7.2 Major Initiatives

- Emergency Management Community Resilience Education
- Economic Development Strategy Implementation
- The GOAT and Spartan Events
- Youth Strategy
- Sustainable Tourism

3.7.3 Service Performance Outcome Indicators

Service	Indicator	Performance Measure	Computation
Maternal and Child Health	Participation	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
		Aboriginal participation in the MCH service	[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

4 Financial Statements

This section presents information regarding the Financial Statements and Statement of Human Resources. The budget information for the year 2021/22 has been supplemented with projections to 2024/25.

This section includes the following financial statements, prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*:

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

4.1 Comprehensive Income Statement

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual 2020/21 \$'000	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Income					
Rates and charges	19,144	19,687	20,001	20,508	21,025
Statutory fees and fines	478	614	624	638	652
User fees	1,067	1,101	1,121	1,143	1,166
Contributions - cash	697	668	680	694	708
Contributions - non-monetary assets	214	430	438	447	456
Grants - Operating (recurrent)	4,504	4,683	4,743	4,839	4,937
Grants - Operating (non-recurrent)	2,445	256	-	-	-
Grants - Capital (recurrent)	710	710	710	724	738
Grants - Capital (non-recurrent)	3,906	8,195	3,760	360	360
Other income	740	720	713	821	922
Total income	33,905	37,064	32,790	30,174	30,964
Expenses					
Employee costs	10,054	10,562	10,494	10,480	10,642
Materials and services	13,314	13,974	11,507	11,787	12,042
Depreciation	5,037	5,093	5,577	5,809	5,968
Amortisation	-	28	47	47	47
Landfill rehabilitation	91	78	59	50	38
Other expenses	667	714	727	741	755
Net gain on disposal of property, infrastructure, plant and equipment	102	8	8	8	8
Total expenses	29,265	30,457	28,420	28,922	29,500
Surplus (deficit) for the year	4,640	6,607	4,370	1,252	1,464
Other comprehensive income items that will not be reclassified to surplus or deficit:					
Net asset revaluation increment /(decrement)	1,042	2,945	4,002	4,760	4,891
Comprehensive result	5,682	9,552	8,372	6,012	6,355

4.2 Balance Sheet

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual				
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
Assets					
Current assets					
Cash and cash equivalents	2,893	1,568	1,815	2,060	2,195
Trade and other receivables	2,276	2,552	2,126	1,850	1,899
Financial assets	24,000	21,000	19,000	18,000	17,000
Inventories	122	91	100	109	106
Other assets	266	324	333	358	320
Total current assets	29,557	25,535	23,374	22,377	21,520
Non-current assets					
Investment properties	3,260	3,260	3,260	3,260	3,260
Investments in shared services	129	159	190	222	255
Property, infrastructure, plant & equipment	220,677	233,671	242,873	249,433	256,124
Intangibles	276	474	474	474	474
Total non-current assets	224,342	237,564	246,797	253,389	260,113
Total assets	253,899	263,099	270,172	275,766	281,633
Liabilities					
Current liabilities					
Trade and other payables	2,298	2,414	2,011	2,059	2,104
Trust funds and deposits	434	454	474	494	514
Provisions	2,874	3,249	2,809	2,906	2,395
Income received in advance	834	33	32	31	30
Total current liabilities	6,440	6,150	5,326	5,490	5,043
Non-current liabilities					
Provisions	3,903	3,074	2,630	2,080	2,069
Income received in advance	425	1,192	1,160	1,129	1,099
Total non-current liabilities	4,328	4,266	3,790	3,209	3,168
Total liabilities	10,768	10,416	9,116	8,699	8,211
Net assets	243,131	252,683	261,055	267,067	273,422
Equity					
Accumulated surplus	119,759	126,366	130,736	131,988	133,452
Reserves	123,372	126,317	130,319	135,079	139,970
Total equity	243,131	252,683	261,055	267,067	273,422

4.3 Statement of Changes in Equity

For the four years ending 30 June 2025

	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2021				
Balance at beginning of the financial year	237,449	115,119	118,206	4,124
Comprehensive result	5,682	4,640	1,042	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	660	-	(660)
Balance at end of the financial year	243,131	120,419	119,248	3,464
2022				
Balance at beginning of the financial year	243,131	120,419	119,248	3,464
Comprehensive result	9,552	6,607	2,945	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	876	-	(876)
Balance at end of the financial year	252,683	127,902	122,193	2,588
2023				
Balance at beginning of the financial year	252,683	127,902	122,193	2,588
Comprehensive result	8,372	4,370	4,002	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	261,055	132,272	126,195	2,588
2024				
Balance at beginning of the financial year	261,055	132,272	126,195	2,588
Comprehensive result	6,012	1,252	4,760	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	267,067	133,524	130,955	2,588
2025				
Balance at beginning of the financial year	267,067	133,524	130,955	2,588
Comprehensive result	6,355	1,464	4,891	-
Transfer to reserves	-	-	-	-
Transfer from reserves	-	-	-	-
Balance at end of the financial year	273,422	134,988	135,846	2,588

4.4 Statement of Cash Flows

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual				
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
	Inflows	Inflows	Inflows	Inflows	Inflows
	(Outflows)	(Outflows)	(Outflows)	(Outflows)	(Outflows)
Cash flows from operating activities					
Rates and charges	19,122	19,662	19,987	20,485	21,002
Statutory fees and fines	478	614	624	638	652
User fees	1,067	1,101	1,121	1,143	1,166
Contributions - monetary	697	668	680	694	708
Grants - operating	6,577	4,688	5,183	5,138	4,911
Grants - capital	3,348	8,905	4,470	1,084	1,098
Interest	171	121	103	198	286
Other receipts	542	965	984	1,006	1,028
Trust funds deposits taken	2,420	2,420	2,420	2,420	2,420
Trust funds deposits repaid	(2,400)	(2,400)	(2,400)	(2,400)	(2,400)
Employee costs	(9,518)	(10,432)	(10,512)	(10,483)	(10,602)
Materials and consumables	(12,856)	(14,547)	(12,853)	(12,273)	(12,556)
Other payments	(667)	(714)	(727)	(741)	(755)
Net cash provided by operating activities	8,981	11,051	9,080	6,909	6,959
Cash flows from investing activities					
Payments for property, plant and equipment	(7,369)	(15,476)	(10,934)	(7,768)	(7,929)
Proceeds from sale of property, plant and equipment	4	100	101	103	106
Proceeds from investments	-	3,000	2,000	1,000.00	1,000
Net cash used in investing activities	(7,365)	(12,376)	(8,832)	(6,664)	(6,823)
Cash flows from financing activities					
Finance costs	-	-	-	-	-
Proceeds from borrowings	-	-	-	-	-
Repayment of borrowings	-	-	-	-	-
Net cash provided by (used in) financing activities	-	-	-	-	-
Net (decrease) increase in cash & cash equivalents	1,616	(1,325)	247	245	135
Cash and cash equivalents at beginning of the financial year	1,277	2,893	1,568	1,815	2,060
Cash and cash equivalents at end of the financial year	2,893	1,568	1,815	2,060	2,195

4.5 Statement of Capital Works

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual				
	2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
Property					
Land	353	-	-	-	-
Buildings	1,315	2,652	1,893	1,926	1,964
Total property	1,668	2,652	1,893	1,926	1,964
Plant and equipment					
Plant, machinery and equipment	502	1,060	436	436	437
Fixtures, fittings and furniture	-	-	-	-	-
Computers and telecommunications	68	363	137	137	137
Intangibles	-	226	47	47	47
Library books	79	79	69	70	72
Total plant and equipment	649	1,728	689	690	693
Roads	1,025	8,427	5,380	2,107	2,149
Bridges	1,937	496	284	288	294
Footpaths and cycleways	1,255	1,783	307	312	319
Drainage	247	320	214	218	222
Recreational, leisure and community facilities	130	-	171	174	178
Parks, open space and streetscapes	54	-	122	124	126
Waste	128	70	73	74	75
Total infrastructure	4,776	11,097	6,551	3,297	3,363
Unallocated	-	-	1,800	1,854	1,909
Total capital works	7,093	15,476	10,934	7,768	7,929
Represented by:					
New asset expenditure	1,934	3,710	-	-	-
Asset renewal expenditure	2,794	5,381	7,134	5,968	6,129
Asset upgrade expenditure	2,365	6,386	3,800	1,800	1,800
Asset expansion expenditure	-	-	-	-	-
Total capital works expenditure	7,093	15,476	10,934	7,768	7,929

4.6 Statement of Human Resources

For the four years ending 30 June 2025

	Forecast	Budget	Projections		
	Actual 2020/21	2021/22	2022/23	2023/24	2024/25
	\$'000	\$'000	\$'000	\$'000	\$'000
Staff expenditure					
Employee costs - operating	10,054	10,562	10,494	10,480	10,642
Employee costs - capital	804	1,155	1,148	1,146	889
Total staff expenditure	10,858	11,717	11,642	11,626	11,531
	FTE	FTE	FTE	FTE	FTE
Staff numbers					
Employees	112	124	120	118	114
Total staff numbers	112	124	120	118	114

A summary of human resources expenditure categorised according to the organisational structure of the Council is included below:

Department	Comprises				
	2021/22	Permanent		Casual	Temporary
		Full Time	Part time		
\$'000	\$'000	\$'000	\$'000	\$'000	
Asset Development	-	-	-	-	-
Asset Maintenance	3,545	3,033	69	76	367
Bushfire Recovery	271	-	-	38	233
Corporate	1,293	371	720	84	118
Councillor and Executive	949	589	107	53	200
Customer and Digital Projects	1,120	325	557	117	121
Economic and Community Development	1,010	139	363	298	210
Facilities	685	414	-	38	233
Planning and Amenity	1,689	954	352	190	193
Total Staff Expenditure	10,562	5,825	2,168	894	1,675
Capitalised Labour Costs	1,155				
Total Expenditure	11,717				

A summary of the number of full time equivalent (FTE) Council staff in relation to the above expenditure is included below:

Department	Comprises				
	2021/22	Permanent		Casual	Temporary
		Full Time	Part time		
Asset Development	10	2	2	2	4
Asset Maintenance	41	36	1	1	3
Bushfire Recovery	3	-	-	-	3
Corporate	15	3	8	1	3
Councillor and Executive	6	4	1	-	1
Customer and Digital Projects	8	4	1	1	2
Economic and Community Development	9	1	6	-	2
Facilities	16	4	5	4	3
Planning and Amenity	16	10	3	1	2
Total staff full time equivalent	124	64	27	10	23

Summary of Planned Human Resources Expenditure

For the four years ending 30 June 2025

	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000
Executive				
Permanent full time	589	600	612	624
Permanent part time	107	109	111	113
Total executive	696	709	723	737
Corporate				
Permanent full time	2,064	2,101	2,143	2,186
Permanent part time	1,629	1,658	1,691	1,725
Total corporate	3,693	3,759	3,835	3,911
Assets				
Permanent full time	3,786	3,854	3,931	4,010
Permanent part time	753	767	782	798
Total assets	4,539	4,621	4,713	4,807
Casual and other	2,789	2,554	2,356	2,075
Total staff expenditure	11,717	11,643	11,626	11,531
	FTE	FTE	FTE	FTE
Executive				
Permanent full time	4	4	4	4
Permanent part time	1	1	1	1
Total executive	5	5	5	5
Corporate				
Permanent full time	21	21	21	21
Permanent part time	17	17	17	17
Total corporate	38	38	38	38
Assets				
Permanent full time	39	39	39	39
Permanent part time	9	9	9	9
Total assets	48	48	48	48
Casual and other	33	29	27	23
Total staff FTE	124	120	118	114

For the budget year ending 2021/22

Gender	Comprises				
	Total	Permanent		Casual	Temporary
		Full Time	Part time		
	\$'000	\$'000	\$'000	\$'000	\$'000
Female	4,603	1,687	1,731	650	535
Male	5,392	3,941	481	189	781
Vacant	1,722	319	279	221	903
Self-described gender	-	-	-	-	-
Total Staff Expenditure	11,717	5,947	2,491	1,060	2,219

Gender	Comprises				
	Total	Permanent		Casual	Temporary
		Full Time	Part time		
Female	49	16	21	7	5
Male	57	45	4	2	6
Vacant	18	3	2	1	12
Self-described gender	-	-	-	-	-
Total staff full time equivalent	124	64	27	10	23

Council is required to prepare a Gender Equality Action Plan (GEAP) by 31 October 2021. The GEAP is a four-year plan, that will include the strategies and measures to improve gender equality in the workplace, based on the results of a workplace gender audit.

Council is also required to develop and maintain a Workforce Plan by 31 December 2021, that describes the organisational structure, projected staffing over the next four years, and includes measures to ensure gender equality, diversity and inclusiveness.

In future years, Council will use the GEAP and Workforce Plan to inform the statement of human resources and associated planned expenditure. For this budget, and until the GEAP and Workforce Plans are in place, Council has not attempted to classify human resources by gender for the next three financial years.

5 Notes to the Financial Statements

This section presents detailed information on material components of the financial statements. Council assesses which components are material, considering the dollar amounts and nature of these components

5.1 Rates and Charges

This section presents information about the Council's rates and charges as prescribed for inclusion in the budget in accordance with the *Local Government Act 1989* and the *Local Government (Planning and Reporting) Regulations 2014*:

- Rates and Charges Overview
- Detailed Rating Strategy and Policies
- Detailed Charges Strategy and Policies
- Rebates and Concessions
- Detail Rates and Charges Outcomes

5.1.1 Rates and Charges Overview

In combination with grants, rates and charges are an important source of funding which support our ongoing ability to provide community facilities, services and capital works. They account for an estimated 53% of total revenue to be received by the Council in 2021/22. In assessing our rates and charges, we take into account:

- Our ability to deliver ongoing cost savings;
- Our ability to source revenue through other means, for example grants;
- Our ability to support community facilities and services;
- Our ability to deliver our capital works pipeline, now and into the future.

In 2021/22, we are proposing a 1.5% increase in average rates, compared to a 2.0% increase in 2020/21. This is in line with the State Government cap under the Fair Go Rates System, which allows local governments to raise rates in line with inflation.

In line with Victorian standards, each Ratepayer's rates are calculated by applying a standard 'rate in the dollar', which is multiplied by the ratepayer's property value ('Capital Improved Value' or CIV) to derive their rates bill.

It is noted that there are typically some variations in actual rates collected compared to the Budget due to:

- Supplementary valuations, whereby under the *Valuation of Land Act 1960* a ratepayer's CIV is adjusted due to (for example) improvement of the developments on their land;
- Ratepayer valuation appeals;
- Changes in land use, for example when rateable land becomes non-rateable, or when residential land becomes commercial / industrial or farm land, or vice versa.

Waste charges will continue to be charged according to a) the bins or waste services that each ratepayer has, and b) the overall cost of managing waste, for example developing, monitoring, managing and rehabilitating landfills; operating our transfer stations; and managing public place waste.

5.1.2 Detailed Rating Strategy and Policies

This statement accompanies the Rates and Charges overview to outline the actual rating strategy of the Council. The purpose of the rating strategy is to identify the fairest and most equitable method of distributing rates across the Alpine Shire.

5.1.2.1 Level of Rates and Charges

The guiding principle for setting of the level of rates and charges is the long term sustainability of the Council, while enabling sufficient funding to deliver:

- Valued Council services,
- Critical capital renewal projects, and
- Works that create new and improved infrastructure for the benefit of residents and visitors.

The guiding documents that aid Council to assess this balance are the Council Plan, which is developed in consultation with the community every four years following general elections; and its associated medium and longer term financial plans, namely the Strategic Resource Plan and the Long Term Financial Plan.

Consideration is also given to financial risks such as inflationary risks and local economic risks.

5.1.2.2 Application of Rates to Properties

When levying rates, Council adheres to three overriding principles:

- **Equity:** including both horizontal and vertical equity in the basis of rating. Horizontal equity means that those in the same position, i.e. with the same property value, should be treated the same. Vertical equity demands that higher property values should attract a higher level of rates;
- **Efficiency:** that the rating system is easy to apply and is consistent with the major policy objectives of the Council;
- **Simplicity:** that the rating system is easy to understand. This ensures that the rating system is transparent and capable of being questioned and challenged by ratepayers.

In line with these principles, rates are applied in proportion to the Capital Improved Value (CIV) of each property, as is the standard for the majority of Victorian Councils. CIV is essentially the market value of a property which is easily understood by the average ratepayer. It has been used uniformly by the Alpine Shire Council since the 1995/96 financial year.

The formula for determining the rates payable on a property is: Capital Improved Value (CIV) multiplied by the rate in the dollar.

The rate in the dollar is adjusted as part of the annual budget process to ensure that the correct amounts of rates are raised to fund Council's operations.

In addition to this, the Alpine Shire Council applies a rating structure which includes a general rate, differential rates, and a special rate.

The general rate is the cornerstone of the Council's rating structure and is applied to every property unless the property falls into a specific differential rate category.

The *Local Government Act 1989* enables the Council to apply differential rates if the Council considers that they will contribute to the equitable and efficient carrying out of its functions, in line with local objectives. The Alpine Shire currently has two differential rates, namely the Farm Rate, and the Commercial / Industrial Rate.



The *Local Government Act 1989* also enables the Council to apply special rates and charges for funding initiatives which directly benefit specific segments of the community. Council can require a person to pay a special rate or charge, if it will defray the expense of an initiative of special benefit to the person required to pay it. Council proposes one special rate to fund the special services at Dinner Plain Village, deemed the Dinner Plain Special Rate.

It is noted that the *Local Government Act 1989* also allows for a Municipal Charge, which is a flat charge per assessment that can be used to offset administrative costs of the Council and is in addition to general rates. Municipal Charges have the effect of flattening the rate burden making people in lower valued properties pay more. The Alpine Shire does not have a large number of low value properties as some other Councils do and to place a charge on the rate notice to cover the 'administrative costs' of Council, is unpopular and hard for the ratepayer to understand. Accordingly, this mechanism has been deemed to be unsuitable and is not applied to the Alpine Shire.

5.1.2.3 The Farm Rate Policy

Purpose

The objective of the farm rate policy is to *“to allow for a reduced rate on all land declared as farm land which will more equitably spread the general rate burden over the rate base of the municipality given the broad nature of services provided by Council and their availability to the farming community.”*

It is important to ensure that highly productive farming land is not rated at levels that force farmers to seek to subdivide and sell off parcels to remain viable.

Scope

The policy applies to Council when considering and determining the annual budget of rates and charges. It does not apply to land located in Bogong Village or the Dinner Plain Village.

Policy Details

A differential rate is applied to farm land at 73% of the general rate. An application must be made in writing to change the classification of a property to the differential farm rate. “Farm Land” means any rateable land which satisfies the following criteria:

- The land area must be of 8Ha or over; or
 - be 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
 - show that the primary source of income is derived from the land; and
- The land must be used by a business:
 - that has a significant and substantial commercial purpose or character; and
 - 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 it is operating.

Any variations outside this policy require Council approval.

5.1.2.4 The Differential Commercial / Industrial Rate Policy

The objective of the Commercial / Industrial Rate Policy is *“to ensure equity in the application of the rating burden across the Shire. It provides for the higher costs of servicing commercial and*



industrial properties, specialist properties and undertaking economic development and tourism strategies. This is reflected in the application of a rate in the dollar which is higher than the rate in the dollar for other land.”

The tourism industry is the largest industry within the Shire. Festivals and events are a critical driver for the Alpine Shire economy and Council delivers a coordinated program to facilitate a strong calendar of events.

A significant portion of the money raised is invested to undertake economic development and tourism strategies, to support the growth and future wellbeing of both tourism and economic development within the Shire.

Investment in tourism and economic development, along with the physical location and general nature of commercial/industrial properties, results in a higher servicing cost to Council. Therefore, a differential rate is applied to ensure equity.

Scope

The policy applies to Council when considering and determining the annual budget of rates and charges. It does not apply to land located in Bogong Village or the Dinner Plain Village.

Policy Details

A commercial/industrial differential rate of 143% of the general rate is applied to Commercial / Industrial land.

Commercial or Industrial Land means land which:

- is used primarily for commercial or industrial purposes (including but not limited to any accommodation premises, motel or hotel used primarily to accommodate travellers, tourists or other persons engaged in recreational pursuits); or
- is adapted or designed to be used primarily for commercial or industrial purposes (including but not limited to any accommodation premises adapted or designed to be used primarily for accommodating travellers, tourists or other persons engaged in recreational pursuits); or
- is located in a Commercial 1 Zone, Industrial 1 Zone or Industrial 2 Zone under the Alpine Planning Scheme; or
- has a dwelling constructed on it, which is not the principal place of residence of the owner and which is made available for commercial hire, lease or licence to tourists, persons engaged in recreational pursuits or other like persons (on either a casual or permanent basis). This is defined as a ‘holiday house’.

Method of Determination

The classification of which properties fall within the definition (excluding ‘holiday houses’) will be assigned by the Alpine Shire Contract Valuer, or the classification of which dwellings satisfies the definition of a ‘holiday house’ as stated above, will be assigned by the Manager Corporate and Director Corporate.

Any variations outside this policy require Council approval.

5.1.2.5 The Dinner Plain Special Rate

Dinner Plain receives a number of services of special benefit to the Dinner Plain’s Commercial and Industrial ratepayers. In 2021/22 this includes the Dinner Plain to Hotham winter bus service, roadways snow clearing, cross country trail grooming, marketing and event support undertaken specifically for Dinner Plain, and cable television maintenance.



The Dinner Plain Special Rate is applied to defray the expenses associated with these special services. The Special Rate is applied to Commercial and Industrial ratepayers in the Dinner Plain village in addition to the General Rate and Dinner Plain waste collection charges.

This Special Rate has been reducing over time and is now aligned to the rate applied to Commercial and Industrial land across the rest of the Alpine Shire.

5.1.2.6 Cultural and Recreational Lands

Under the *Cultural Recreational Land Act 1963*, Council has the ability to charge a reduced amount of rates, or not charge rates, to lands that fall under this category. These may include, for example, tennis clubs, bowls clubs or golf clubs. In making this decision, Council needs to have regards to the services provided by the Council and the benefit to the community derived from the recreational lands.

Council individually considers community recreational lands that provide a community benefit as to whether they warrant a reduced or nil rate charge. These lands may still be required to pay service charges such as a waste and recycling collection on a user pays basis.

5.1.2.7 Rates in Lieu

In line with the *Electricity Industry Act 2000*, the Council has a 'Rates In Lieu' arrangement with the AGL Hydro Partnership for its properties within the Alpine Shire. The amount paid is determined by a Victorian Government Gazette and is based on the power generating capacity of the operation, indexed annually in line with CPI. Discounts may be provided where the station operates at low capacity.

5.1.3 Detailed Charges Strategy and Policies

Service rates and charges may be declared for provision of water supply, collection and disposal of refuse and the provision of sewage services. A service rate or charge may be declared on the basis of any criteria specified by the Council.

The annual service rate or charge is applied according to the service delivered and is fully funded from this area. It is not funded by general rates, differential rates or special rates.

Alpine Shire Council levies the following annual waste service charges:

- Waste & Recycling Collection
- Dinner Plain Waste Collection
- Waste Management Charge

5.1.3.1 Waste Services Charge Policy

Purpose

The purpose of this policy is to ensure that Council has a sound and equitable basis on which to determine the application of waste collection, recycling collection and waste management charges and ensure consistency with provisions of the *Local Government Act 1989*.

Scope

This policy applies to Council when considering and determining the annual budget of rates and charges. This policy does not apply to land located in Bogong Village.

Policy Details – Waste and Recycling Collection

Council operates a waste and recycling kerbside collection service. The waste and recycling kerbside collection service is a compulsory charge to all ratepayers excluding the following:

- Dinner Plain ratepayers (refer to Dinner Plain Waste Collection); and
- Ratepayers who have been provided an exemption from the standard waste and recycling kerbside service.

An exemption may be granted on the waste and recycling kerbside collection service on the following basis:

- Properties not included on a collection service route;
- Undeveloped land; or
- An existing commercial service already in place.

The waste and recycling kerbside collection will be charged to ratepayers on the following basis:

- Sizes of bins supplied;
- Types of bins supplied (standard or recycling);
- Quantity of bins supplied; and
- Frequency of bin collection.

The waste and recycling kerbside collection charge operates on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the waste and recycling kerbside collection charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste Reserve'. The Waste Reserve will then be used for future purposes. Balances retained in the Waste Reserve must be considered each year in determining any future waste kerbside collection charge with the aim of minimising increments being applied to ratepayers.

Policy Details - Dinner Plain Waste Collection

Dinner Plain ratepayers are provided with a separate waste service under a separate waste collection contract due to the specific waste collection requirements of the village. The Dinner Plain waste service is charged on the following basis:

- Standard service; or
- Commercial service.

The commercial service is provided to properties that operate as businesses outside of normal residential property rentals. The Dinner Plain waste services charge is in lieu of the waste and recycling kerbside collection charge.

Any variations outside this policy require Council approval.

Policy Details – Waste Management

Council operates three transfer stations and has a number of landfills which are closed and require remediation in the future as required by the Environmental Protection Authority Victoria (EPA). Council also provides a public place waste and recycling service. There are significant costs associated with the management of these sites and provision of these services. The waste management charge is raised to recover the costs incurred.

Expenditure included within the Waste Management Charge includes:

- Landfill rehabilitation expenditure;
- Landfill monitoring expenditure;
- Landfill and transfer stations capital works (renewal and development) expenditure;

- Transfer station operations;
- Waste diversion; and
- Public place bin renewals, purchases and service costs.

The Waste Management Charge will be charged to all rateable assessments on which a building adapted for separate occupancy exists.

The Waste Management Charge operates on a total cost recovery basis which can be applied across multiple years to avoid yearly fluctuations in charges being passed onto ratepayers. If revenue raised from the Waste Management Charge exceeds that of expenditure incurred in a given year, then the balance will be transferred to a reserve, namely the 'Waste Reserve'. The Waste Reserve will then be used for application to future waste related expenditure as specified above.

Balances retained in the Waste Reserve must be considered each year in determining any future Waste Management Charge with the aim of minimising increments being applied to ratepayers.

5.1.4 Rebates and Concessions

The *Local Government Act 1989* provides for concessions applicable under the State Concessions Act 1986. Eligible pensioners may apply for a rate concession on their principle place of residence as funded by the State Government.

5.1.5 Detailed Rates and Charges Outcomes

5.1.5.1 Reconciliation of rates and charges to the Comprehensive Income Statement

	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Change	
			\$'000	%
General rates*	15,226	15,622	396	2.60%
Waste management charges	3,236	3,402	166	5.13%
Special rates and charges	183	178	(5)	-2.73%
Supplementary rates and rate adjustments	134	125	(9)	-6.72%
Interest on rates and charges	80	80	-	0.00%
Revenue in lieu of rates	285	280	(5)	-1.75%
Total rates and charges	19,144	19,687	543	2.84%

* Includes the flow-through impact of 2019/20 supplementary development in the Shire.

5.1.5.2 The rate in the dollar to be levied as general rates and under section 158 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2020/21 cents/\$CIV	2021/22 cents/\$CIV	Change %
General rate for rateable residential properties	0.4038	0.3649	(9.6)%
General rate for rateable Dinner Plain properties	0.4038	0.3649	(9.6)%
Differential rate for rateable commercial/industrial properties	0.5774	0.5218	(9.6)%
Differential rate for rateable farm properties	0.2947	0.2664	(9.6)%

5.1.5.3 The estimated total value of each type or class of land compared with the previous financial year. The basis of valuation is the Capital Improved Value (CIV).

Type or class of land	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Residential	2,307,156	2,677,000	369,844	16.0%
Dinner Plain	180,453	204,299	23,846	13.2%
Commercial/Industrial	485,874	505,203	19,329	4.0%
Farm	806,293	928,330	122,037	15.1%
Total value of land	3,779,776	4,314,832	535,057	14.2%

5.1.5.4 The 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	2020/21 Number	2021/22 Number	Change Number	%
Residential	6,285	6,362	77	1.2%
Dinner Plain	542	541	-1	-0.2%
Commercial/Industrial	995	989	-6	-0.6%
Farm	1,048	1,047	(1)	(0.1)%
Total number of assessments	8,870	8,939	69	0.8%

5.1.5.5 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	2020/21 \$'000	2021/22 \$'000	Change \$'000	%
Residential	9,316	9,768	452	4.9%
Dinner Plain	729	745	16	2.2%
Commercial/Industrial	2,805	2,636	-169	-6.0%
Farm	2,376	2,473	97	4.1%
Total amount to be raised by general rates	15,226	15,622	396	2.6%

5.1.5.6 The rate in the dollar to be levied as special rates and under section 163 of the Act for each type or class of land compared with the previous financial year

Type or class of land	2020/21 cents/\$CIV	2021/22 cents/\$CIV	Change %
Special rate for rateable Commercial/Industrial Dinner Plain properties (Airport not included)	0.1736	0.1569	(9.6)%

5.1.5.7 The estimated total amount to be raised by special rates in relation to Dinner Plain properties compared with the previous financial year

Type or class of land	2020/21	2021/22	Change	
	\$'000	\$'000	\$'000	%
Special rate for rateable Commercial/Industrial Dinner Plain properties (Airport not included)	183	178	(5)	(2.7)%
Total amount to be raised	183	178	(5)	(2.7)%

5.1.5.8 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 2020/21	Per Rateable Property 2021/22	Change	
	\$	\$	\$	%
Waste - 80 litre bin - weekly	222.06	226.50	4.44	2.0%
Waste - 240 litre bin - weekly	492.35	502.20	9.85	2.0%
Waste - 240 litre bin - fortnightly	222.06	226.50	4.44	2.0%
Recycling - 140 litre - fortnightly	91.13	99.55	8.42	9.2%
Recycling - 240 litre - fortnightly	91.13	104.90	13.77	15.1%
Recycling - 360 litre - fortnightly	91.13	110.85	19.72	21.6%
Recycling - 240 litre - weekly	182.38	209.93	27.55	15.1%
Recycling - 360 litre - weekly	182.38	221.83	39.45	21.6%
Dinner Plain standard service	682.24	695.88	13.64	2.0%
Dinner Plain commercial service	1,500.48	1,581.49	81.01	5.4%
Waste management charge	80.00	80.00	-	0.0%

Waste charges have been increased to reflect service and processing cost increases.

Recycling charge are higher due to an increase in the industry wide processing costs associated with the China National Sword Policy.

5.1.5.9 The number of items in relation to each charge type compared to the previous financial year

Type of Charge	Bins 2020/21 #	Bins 2021/22 #	Change #
Waste - 80 litre bin - weekly	5,904	5,916	12
Waste - 240 litre bin - weekly	668	698	30
Waste - 240 litre bin - fortnightly	204	211	7
Recycling - 140 litre - fortnightly	395	391	(4)
Recycling - 240 litre - fortnightly	5,881	5,888	7
Recycling - 360 litre - fortnightly	542	574	32
Recycling - 240 litre - weekly	82	82	-
Recycling - 360 litre - weekly	65	69	4
Dinner Plain standard service	387	387	-
Dinner Plain commercial service	13	13	-
Total number of bins	14,141	14,229	88

Type of Charge	Assessments 2020/21 #	Assessments 2021/22 #	Change #
Waste management charge	7,738	7,768	30

5.1.5.10 The estimated total amount to be raised by each type of service rate or charge compared with the previous financial year

Type of Charge	2020/21 \$	2021/22 \$	Change %
Waste - 80 litre bin - weekly	1,311,042	1,339,974	2.2%
Waste - 240 litre bin - weekly	328,892	350,536	6.6%
Waste - 240 litre bin - fortnightly	45,301	47,792	5.5%
Recycling - 140 litre - fortnightly	35,996	38,924	8.1%
Recycling - 240 litre - fortnightly	535,936	617,651	15.2%
Recycling - 360 litre - fortnightly	49,392	63,628	28.8%
Recycling - 240 litre - weekly	14,955	17,214	15.1%
Recycling - 360 litre - weekly	11,855	15,306	29.1%
Dinner Plain standard service	264,027	269,306	2.0%
Dinner Plain commercial service	19,506	20,559	5.4%
Waste management charge	619,040	621,440	0.4%
Total	3,235,942	3,402,330	5.1%

5.1.5.11 Fair Go Rates System Compliance

Alpine Shire Council is required to comply with the State Governments Fair Go Rates System (FGRS). The table below details the budget assumptions consistent with the requirements of the Fair Go Rates System.

	2020/21	2021/22
	\$	\$
Total Rates	\$ 15,226,000	\$ 15,622,000
Number of rateable properties	8,870	8,939
Base Average Rate	\$ 1,716.57	\$ 1,747.62
Maximum Rate Increase (set by the State Government)	2.00%	1.50%
Capped Average Rate	\$ 1,750.90	\$ 1,773.84
Maximum General Rates and Municipal Charges Revenue	\$ 15,530,520	\$ 15,856,330
Budgeted General Rates and Municipal Charges Revenue	\$ 15,226,000	\$ 15,622,000
Budgeted Supplementary Rates	\$ 134,000	\$ 125,000
Budgeted Total Rates and Municipal Charges Revenue	\$ 15,360,000	\$ 15,747,000

5.1.5.12 Any significant Changes that may affect the estimated amounts to be raised by rates and charges

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

- The making of supplementary valuations (2021/22: estimated \$125,000 and 2020/21: \$133,700)
- The variation of returned levels of values (e.g., valuation objections)
- Changes of use of land such that rateable land becomes non-rateable land and vice-versa
- Changes of use of land such that residential land becomes commercial/industrial land and vice versa.

5.2 Grants

5.2.1 Grants – Operating

Operating Grants are projected to decrease compared to the forecast for 2020/21 primarily due to further Working for Victoria Grants having been received in 2020/21 as a result of the COVID-19 pandemic. It is not anticipated that further funding will be received in 2021/22.

Recurrent Operating Grants

Operating Grant Funding Type and Source	2020/21 \$'000	2021/22 \$'000	\$'000
Recurrent - Commonwealth Government			
Victorian Grants Commission	3,832	4,029	197
Recurrent - State Government			
Senior citizens	30	26	(4)
Youth services	114	44	(70)
School crossing supervisors	37	37	-
Maternal and child health	285	285	-
Fire Services Levy	-	53	53
Libraries	154	156	2
Other	52	53	1
Total recurrent grants	4,504	4,683	179

Council allocates its Victorian Grants Commission (VGC) income to specific business functions which benefit the community. The table below sets out how the VGC income has been allocated.

Business Function	VGC Allocation \$'000
Airports	8
Building Maintenance	200
Community Development	300
Councillors and Executive	1,400
Economic Development	450
Festivals & Events	200
Footpaths	21
Libraries	50
Local Laws	50
Open Spaces	350
Operations	350
Property Management	120
Recreation	60
Strategic Planning	100
Swimming Pools	120
Tourism	250
TOTAL	4,029

5.2.1.1 Non-recurrent Operating Grants

Operating Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Non-recurrent - Commonwealth Government			
Nil	-	-	-
Non-recurrent - State Government			
Bushfire recovery	228	20	(208)
Economic development and tourism	362	65	(297)
Community development	177	91	(86)
Working for Victoria	1,296	-	(1,296)
ICT Infrastructure Support	100	-	(100)
Emergency services	60	60	-
Flood restoration	118	-	(118)
Other	104	20	(84)
Total non-recurrent grants	2,445	256	(2,189)

5.2.2 Grants – Capital

Capital grants include all monies received from State, Federal and community sources for the purposes of funding the capital works program. Overall, the level of capital grants will increase by \$4.3m compared to the forecast for 2020/21. This is mainly due to the successful application of grants by the Alpine Shire Council for capital works projects including the Tawonga Caravan Park Upgrade and the Dargo High Plains Road Upgrade.

A list of capital grants by type and source, classified into recurrent and non-recurrent, is included below.

5.2.2.1 Recurrent Capital Grants

Capital Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Recurrent - Commonwealth Government			
Roads to recovery	710	710	-
Recurrent - State Government			
Nil	-	-	-
Total recurrent grants	710	710	-

5.2.2.2 Non-Recurrent Capital Grants

Capital Grant Funding Type and Source	Forecast 2020/21 \$'000	Budget 2021/22 \$'000	Variance \$'000
Non-recurrent - Commonwealth Government			
Nil			
Non-recurrent - State Government			
Buildings	867	2,630	1,763
Roads	404	3,960	3,556
Bridges	1,515	125	(1,390)
Pathways	1,120	1,480	360
Total non-recurrent grants	3,906	8,195	4,289

5.3 Borrowings

The Council continues to operate free from borrowings.

5.4 Capital Works Program

This section presents an overview of capital works expenditure and funding sources, as well as a listing of the capital works projects that will be undertaken for the 2021/22 financial year. Works are also disclosed as current budget or carried forward from last year.

5.4.1 Summary of Works

	Forecast Actual 2020/21 \$'000	Budget 2021/22 \$'000	Change \$'000	%
Property	931	3,451	2,520	271%
Plant and equipment	978	1,741	763	78%
Infrastructure	6,663	12,686	6,023	90%
Total	8,572	17,878	9,306	109%

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Property	3,451	1,750	348	1,040	-	2,735	-	403	-
Plant and equipment	1,741	-	1,119	622	-	60	-	1,681	-
Infrastructure	12,686	2,391	4,602	5,693	-	6,898	-	5,788	-
Total capital works	17,878	4,141	6,069	7,355	-	9,693	-	7,872	-

5.4.2 2021/22 Budget Works

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Property									
Buildings									
Bright Sports Centre Structural Repair	150	-	150	-	-	-	-	150	-
Safe Roof Access Phase 2	55	-	55	-	-	-	-	55	-
Tawonga Caravan Park	1,750	1,750	-	-	-	1,750	-	-	-
Alpine View Children's Centre	1,000	-	-	1,000	-	860	-	140	-
Emergency Management Signage	20	-	20	-	-	20	-	-	-
Mount Beauty Community Centre Audio Visual Upgrade	40	-	-	40	-	40	-	-	-
Bright Railway Museum Renewal	38	-	38	-	-	-	-	38	-
Myrtleford Memorial Hall Renewal	85	-	85	-	-	65	-	20	-
Total property	3,138	1,750	348	1,040	-	2,735	-	403	-
Plant and equipment									
Plant, machinery and equipment									
Large Plant Renewal	220	-	220	-	-	-	-	220	-
Large Plant New	316	-	-	316	-	-	-	316	-
Street Sweeper	220	-	-	220	-	-	-	220	-
Small Plant And Equipment Renewal	27	-	27	-	-	-	-	27	-
Vehicle Renewal	71	-	71	-	-	-	-	71	-
Pool Vehicle	26	-	-	26	-	-	-	26	-
Emergency Management Trailers and Storage	60	-	-	60	-	60	-	-	-
Office furniture and equipment									
Branch IT Network Renewal	68	-	68	-	-	-	-	68	-
Project Pinnacle	226	-	226	-	-	-	-	226	-
Intranet Renewal	30	-	30	-	-	-	-	30	-
Server Infrastructure Renewal	265	-	265	-	-	-	-	265	-
Library Books	79	-	79	-	-	-	-	79	-
Total plant and equipment	1,608	-	986	622	-	60	-	1,548	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
		\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Infrastructure									
Roads									
Mount Beauty Airport	3,000	-	-	3,000	-	1,500	-	1,500	-
Dinner Plain Activation Phase 1	370	-	-	370	-	300	-	70	-
Dinner Plain Bus Shelter and Bus Bay	140	140	-	-	-	140	-	-	-
Tom's Road	260	-	260	-	-	260	-	-	-
Asphalt Overlays	150	-	150	-	-	140	-	10	-
Gravel Resheeting	290	-	290	-	-	210	-	80	-
Kerb And Channel Renewal	55	-	55	-	-	-	-	55	-
Line Marking	75	-	75	-	-	-	-	75	-
Resealing	450	-	450	-	-	360	-	90	-
Road Stabilisation And Patching	150	-	150	-	-	-	-	150	-
Dargo High Plains Road Upgrade Phase 1	1,200	-	1,200	-	-	1,200	-	-	-
Bright Strategic Traffic Assessment	50	-	-	50	-	-	-	50	-
Snowy Creek Road Upgrade	110	-	-	110	-	110	-	-	-
Energy Efficient Street lighting	450	-	450	-	-	450	-	-	-
Buckland Valley Road Upgrade	385	-	-	385	-	385	-	-	-
Alpine Better Places Harrierville and Tawonga	17	-	-	17	-	-	-	17	-
Kiewa River Trail Car Park	65	-	-	65	-	65	-	-	-
Tronoh Dredge Reserve Car Park	70	-	-	70	-	70	-	-	-
Big Hill Carpark Sealing	125	-	-	125	-	125	-	-	-
Bridges									
Snowy Creek Bridge Upgrade Scoping	25	-	-	25	-	25	-	-	-
East Ovens Bridge	100	100	-	-	-	100	-	-	-
Footpaths and cycleways									
Dinner Plain Pump Track Design	80	-	-	80	-	80	-	-	-
Wandiligong Trail Extension Design	40	40	-	-	-	40	-	-	-
Kiewa River Trail Extension Design	40	40	-	-	-	40	-	-	-
Great Valley Trail	1,700	1,700	-	-	-	1,260	-	440	-
Footpath Renewal	150	-	150	-	-	-	-	150	-

Capital Works Area	Asset expenditure type					Summary of funding sources			
	Project cost	New	Renewal	Upgrade	Expansion	Grants	Contributions	Council cash	Borrowings
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Drainage									
Drainage Renewal	250	-	250	-	-	-	-	250	-
Recreational, leisure and community facilities									
Bright Weir Upgrade Scoping	35	-	-	35	-	-	-	35	-
Alpine Active Sport and Recreation Plan	20	-	-	20	-	-	-	20	-
Oaks Lawn Electrical Upgrade Design	18	18	-	-	-	18	-	-	-
Harrietville Wastewater Treatment Cluster Design	20	20	-	-	-	20	-	-	-
Waste infrastructure									
Kerbside Bins Renewal And New	40	-	40	-	-	-	-	40	-
Public Bins Renewal	30	-	30	-	-	-	-	30	-
Porepunkah Transfer Station Master Plan Design	25	-	-	25	-	-	-	25	-
Myrtleford Landfill Rehabilitation Engineering Design	100	-	100	-	-	-	-	100	-
Total infrastructure	10,085	2,058	3,650	4,377	-	6,898	-	3,187	-
Capitalised wages	1,155	333	349	473	-	-	-	1,155	-
Total new capital works expenditure	15,986	4,141	5,333	6,512	-	9,693	-	6,293	-

5.4.3 Works Carried Forward from 2020/21

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
Property									
Buildings									
Bright Depot Fuel Tank Renewal	30	-	30	-	-	-	-	30	-
Electronic Waste Infrastructure Upgrade	60	-	-	60	-	-	-	60	-
Bright Railway Museum Renewal	43	-	43	-	-	-	-	43	-
Myrtleford Memorial Hall Renewal	180	-	180	-	-	-	-	180	-
Total property	313	-	253	60	-	-	-	313	-
Plant and equipment									
Plant, machinery and equipment									
Large Plant Renewal	91	-	91	-	-	-	-	91	-
Vehicle Renewal	42	-	42	-	-	-	-	42	-
Total plant and equipment	133	-	133	-	-	-	-	133	-
Infrastructure									
Roads									
Dinner Plain Activation Phase 1	830	-	-	830	-	-	-	830	-
Alpine Better Places Harrietville and Tawonga	13	-	-	13	-	-	-	13	-
Drainage									
Porepunkah Drainage Strategy	33	-	33	-	-	-	-	33	-
McCullough Road Drainage Design	50	-	50	-	-	-	-	50	-
Waste									
Porepunkah Landfill Rehabilitation Stage 2 Capping	520	-	520	-	-	-	-	520	-
Total infrastructure	1,446	-	603	843	-	-	-	1,446	-
Total capital works carried forward from 2020/21	1,892	-	989	903	-	-	-	1,892	-

Summary of Planned Capital Works Expenditure For the four years ended 30 June 2025

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
2023									
Property									
Buildings	1,893	-	1,893	-	-	-	-	1,893	-
Total property	1,893	-	1,893	-	-	-	-	1,893	-
Plant and equipment									
Plant, machinery and equipment	436	-	436	-	-	-	-	436	-
Computers and telecommunications	137	-	137	-	-	-	-	137	-
Intangibles	47	-	47	-	-	-	-	47	-
Library books	69	-	69	-	-	-	-	69	-
Total plant and equipment	689	-	689	-	-	-	-	689	-
Infrastructure									
Roads	5,380	-	3,380	2,000	-	710	-	4,670	-
Bridges	284	-	284	-	-	-	-	284	-
Footpaths and cycleways	307	-	307	-	-	-	-	307	-
Drainage	214	-	214	-	-	-	-	214	-
Recreational, leisure and community facilities	171	-	171	-	-	-	-	171	-
Parks, open space and streetscapes	122	-	122	-	-	-	-	122	-
Waste	73	-	73	-	-	-	-	73	-
Total infrastructure	6,551	-	4,551	2,000	-	710	-	5,841	-
Unallocated	1,800	-	-	1,800	-	360	-	1,440	-
Total capital works expenditure	10,934	-	7,134	3,800	-	1,070	-	9,864	-

Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
2024									
Property									
Buildings	1,926	-	1,926	-	-	-	-	1,926	-
Total property	1,926	-	1,926	-	-	-	-	1,926	-
Plant and equipment									
Plant, machinery and equipment	436	-	436	-	-	-	-	436	-
Computers and telecommunications	137	-	137	-	-	-	-	137	-
Intangibles	47	-	47	-	-	-	-	47	-
Library books	70	-	70	-	-	-	-	70	-
Total plant and equipment	690	-	690	-	-	-	-	690	-
Infrastructure									
Roads	2,107	-	2,107	-	-	724	-	1,383	-
Bridges	288	-	288	-	-	-	-	288	-
Footpaths and cycleways	312	-	312	-	-	-	-	312	-
Drainage	218	-	218	-	-	-	-	218	-
Recreational, leisure and community facilities	174	-	174	-	-	-	-	174	-
Parks, open space and streetscapes	124	-	124	-	-	-	-	124	-
Waste	74	-	74	-	-	-	-	74	-
Total infrastructure	3,297	-	3,297	-	-	724	-	2,573	-
Unallocated	1,854	-	54	1,800	-	-	-	1,854	-
Total capital works expenditure	7,768	-	5,968	1,800	-	724	-	7,044	-



Capital Works Area	Project cost \$'000	Asset expenditure type				Summary of funding sources			
		New \$'000	Renewal \$'000	Upgrade \$'000	Expansion \$'000	Grants \$'000	Contri- butions \$'000	Council cash \$'000	Borrowings \$'000
2025									
Property									
Buildings	1,964	-	1,964	-	-	-	-	1,964	-
Total property	1,964	-	1,964	-	-	-	-	1,964	-
Plant and equipment									
Plant, machinery and equipment	437	-	437	-	-	-	-	437	-
Fixtures, fittings and furniture	-	-	-	-	-	-	-	-	-
Computers and telecommunications	137	-	137	-	-	-	-	137	-
Intangibles	47	-	47	-	-	-	-	47	-
Library books	72	-	72	-	-	-	-	72	-
Total plant and equipment	693	-	693	-	-	-	-	693	-
Infrastructure									
Roads	2,149	-	2,149	-	-	738	-	1,411	-
Bridges	294	-	294	-	-	-	-	294	-
Footpaths and cycleways	319	-	319	-	-	-	-	319	-
Drainage	222	-	222	-	-	-	-	222	-
Recreational, leisure and community facilities	178	-	178	-	-	-	-	178	-
Parks, open space and streetscapes	126	-	126	-	-	-	-	126	-
Waste	75	-	75	-	-	-	-	75	-
Total infrastructure	3,363	-	3,363	-	-	738	-	2,625	-
Unallocated	1,909	-	109	1,800	-	-	-	1,909	-
Total capital works expenditure	7,929	-	6,129	1,800	-	738	-	7,191	-

5.5 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 interpreted in the context of the organisation's objectives.

The financial performance indicators below are the prescribed financial performance indicators contained in Part 3 of Schedule 3 of the *Local Government (Planning and Reporting) Regulations 2020*.

Results against these indicators will be reported in Council's Performance Statement included in the Annual Report.

Indicator	Measure	Notes	Forecast	Strategic Resource Plan			Trend	
			Actual 2020/21	Budget 2021/22	Projections			+/-
			2022/23	2023/24	2024/25			
Operating position								
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue		-0.6%	-9.4%	-1.8%	-0.8%	-0.2%	+
Liquidity								
Working Capital	Current assets / current liabilities		459.0%	415.2%	438.9%	407.6%	426.7%	+
Unrestricted cash	Unrestricted cash / current liabilities		330.8%	326.9%	394.9%	369.7%	385.7%	+
Obligations								
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	1	0.0%	0.0%	0.0%	0.0%	0.0%	o
Loans and borrowings	Interest and principal repayments on interest bearing loans and borrowings / rate revenue		0.0%	0.0%	0.0%	0.0%	0.0%	o
Indebtedness	Non-current liabilities / own source revenue		20.2%	19.3%	16.9%	13.9%	13.3%	-
Asset renewal	Asset renewal expenditure / depreciation		55.5%	105.7%	127.9%	102.7%	102.7%	o
Stability								
Rates concentration	Rate revenue / adjusted underlying revenue		64.3%	69.2%	70.0%	69.8%	69.7%	o
Rates effort	Rate revenue / CIV of rateable properties in the municipality		0.5%	0.5%	0.5%	0.5%	0.5%	o
Efficiency								
Expenditure level	Total expenditure / no. of property assessments		\$3,274	\$3,407	\$3,179	\$3,236	\$3,300	o
Revenue level	Residential rate revenue / No. of residential property assessments		\$1,598	\$1,652	\$1,690	\$1,732	\$1,776	+
Workforce turnover	No. of permanent staff resignations & terminations / average no. of permanent staff for the financial year		17.2%	7.0%	7.0%	7.0%	7.0%	o



Notes to indicators

1 Loans and borrowings – Council repaid all its borrowings in July 2015 and does not forecast to take out any further borrowings.

Key to Forecast Trend:

- + Forecast increase in Council's financial performance/financial position indicator
- o Forecasts that Council's financial performance/financial position indicator will be steady
- Forecast reduction in Council's financial performance/financial position indicator

6 Schedule of Fees and Charges

This section presents the fees and charges of a statutory and non-statutory nature which will be charged in respect to various goods and services provided during the 2021/22 year.

Fees and charges are based on information available at the time of publishing and may vary during the financial year subject to any changes in Council's policy or legislation.

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
ASSET MAINTENANCE									
Asset Maintenance	Operations	Application for Occupation/Works on Council Managed Land permit		Yes	free	free		per permit	No
BUILDING & AMENITY - Health									
Building & Amenity	Health	Class 1 food premises		No	\$537.00	\$545.00	\$8.00	per annum	No
Building & Amenity	Health	Class 1 food premises - Charity and Community Groups		No	\$262.00	\$272.00	\$10.00	per annum	No
Building & Amenity	Health	Class 2 food premises		No	\$466.00	\$473.00	\$7.00	per annum (pro rata)	No
Building & Amenity	Health	Class 2 food premises - Charity and Community Groups		No	\$233.00	\$236.50	\$3.50	per annum (pro rata)	No
Building & Amenity	Health	Class 3 food premises		No	\$266.00	\$270.00	\$4.00	per annum (pro rata)	No
Building & Amenity	Health	Class 3 food premises - Charity and Community Groups		No	\$133.00	\$135.00	\$2.00	per annum (pro rata)	No
Building & Amenity	Health	Class 4 food premises		No	free	free		per annum	No
Building & Amenity	Health	Class 2 temporary food premises & mobile food vendors (Streatrader)		No	\$208.00	\$211.00	\$3.00	per annum	No
Building & Amenity	Health	Class 2 temporary food premises & mobile food vendors, charitable and community groups (Streatrader)		No	\$54.00	\$55.00	\$1.00	per annum	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Health	Class 3 temporary food premises & mobile food vendors (Streatrader)		No	\$124.00	\$126.00	\$2.00	per annum	No
Building & Amenity	Health	Class 3 temporary food premises & mobile food vendors, charitable and community groups (Streatrader)		No	\$30.00	\$30.50	\$0.50	per annum	No
Building & Amenity	Health	New premises fee		No	50% of annual registration fee plus applicable registration fee	50% of annual registration fee plus applicable registration fee		pro rata	
Building & Amenity	Health	Inspection and report fee		No	\$153.00	\$155.50	\$2.50	per registration	No
Building & Amenity	Health	Major non-compliance inspection fee		No	\$179.00	\$181.50	\$2.50	per inspection	No
Building & Amenity	Health	Major non-compliance inspection fee (where a notice has been issued)		No	\$241.00	\$244.50	\$3.50	per inspection	No
Building & Amenity	Health	Hairdresser premise registration		No	\$205.00	\$208.00	\$3.00	per premise	No
Building & Amenity	Health	Beauty or skin penetration registration		No	\$164.00	\$166.50	\$2.50	per annum	No
Building & Amenity	Health	Prescribed accommodation premise registration		No	\$215.00	\$218.00	\$3.00	per annum	No
Building & Amenity	Health	Permit to install wastewater system		No	\$490.00	\$497.50	\$7.50	per application	No
Building & Amenity	Health	Change to an existing wastewater permit		No	\$150.00	\$152.00	\$2.00	per application	No
Building & Amenity	Health	Permit to alter wastewater system		No	\$245.00	\$248.50	\$3.50	per application	No
Building & Amenity	Health	Health search		No	\$40.00	\$40.50	\$0.50	per hour or part thereof	No
Building & Amenity	Health	Caravan park registration		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Health	Caravan park rigid annex approval fee		No	\$160.00	\$162.50	\$2.50	per approval	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Health	Transfer registration fee		No	n/a	50% of applicable annual registration fee		of applicable annual registration fee	No
Building & Amenity	Health	Registration late penalty fee		No	n/a	30% addition to annual registration fee		of original registration fee	No
PLANNING & AMENITY - STREET & ROADS									
Planning & Amenity	Streets & Roads	Outdoor eating facility – footpath dining		No	\$153.00	\$155.50	\$2.50	per annum	No
PLANNING & AMENITY - MEMORIALS									
Building & Amenity	Memorials	Memorial plaque fee		Yes	\$60.00	\$61.00	\$1.00	per annum	No
PLANNING & AMENITY - ROADSIDE TRADING									
Building & Amenity	Roadside Trading	Commercial participant – events		No	\$66.00	\$67.00	\$1.00	per event	No
Building & Amenity	Roadside Trading	Business premises – footpath trading		No	\$153.00	\$155.50	\$2.50	per annum	No
Building & Amenity	Roadside Trading	Approved site location – annual		No	\$236.00	\$239.50	\$3.50	Per annum	No
Building & Amenity	Roadside Trading	Horse drawn vehicle / motorcycle tour operator		No	\$153.00	\$155.50	\$2.50	per year	No
Building & Amenity	Roadside Trading	Advertising sign		No	\$72.00	\$73.00	\$1.00	per sign	No
Building & Amenity	Roadside Trading	Busking (adult)	Commercial	No	\$32.00	\$32.50	\$0.50	per year	No
PLANNING & AMENITY - LOCAL LAWS									
Building & Amenity	Local Laws	Dog registration	Full	No	\$90.00	\$91.50	\$1.50	per animal	Partially
Building & Amenity	Local Laws	Dog registration	Pensioner	No	\$42.00	\$45.50	\$3.50	per animal	Yes
Building & Amenity	Local Laws	Dog registration	Reduced (Desexed/wor king dog)	No	\$30.00	\$30.50	\$0.50	per animal	Yes
Building & Amenity	Local Laws	Dog Registration	Reduced Pensioner	No	\$16.50	\$15.00	-\$1.50	Per animal	Yes
Building & Amenity	Local Laws	Dog Registration	Declared Dog	No	\$90.00	\$91.50	\$1.50	Per animal	Yes
Building & Amenity	Local Laws	Cat registration	Full	No	\$90.00	\$91.50	\$1.50	per animal	Yes

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Local Laws	Cat registration	Pensioner	No	\$42.00	\$45.50	\$3.50	per animal	Yes
Building & Amenity	Local Laws	Cat registration	Reduced	No	\$30.00	\$30.50	\$0.50	per animal	Yes
Building & Amenity	Local Laws	Cat registration	Reduced Pensioner	No	\$16.50	\$15.00	-\$1.50	Per animal	Yes
Building & Amenity	Local Laws	Domestic Animal Act infringements (e.g. Failure to Register Dog or Cat)		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Local Laws	Animal registration tag replacement		Yes	\$5.00	\$5.00	\$0.00	per tag	No
Building & Amenity	Local Laws	Pound release fee – animals	Registered	No	\$82.00	\$83.00	\$1.00	per animal	Partially
Building & Amenity	Local Laws	Pound release fee – animals	Unregistered	No	\$164.00	\$166.50	\$2.50	per animal	Partially
Building & Amenity	Local Laws	Impounded item release fee – all other items		Yes	\$60.00	\$61.00	\$1.00	Per movement	No
Building & Amenity	Local Laws	Animal sustenance fee		Yes	\$15.00	\$15.00	\$0.00	per animal per day	No
Building & Amenity	Local Laws	Livestock impound fee – small stock		Yes	\$22.00	\$22.50	\$0.50	Per animal	No
Building & Amenity	Local Laws	Livestock impound fee – large stock		Yes	\$100.00	\$101.50	\$1.50	Per animal	No
Building & Amenity	Local Laws	Sustenance fee – small stock		Yes	\$10.00	\$10.00	\$0.00	Per animal per day	No
Building & Amenity	Local Laws	Sustenance fee – large stock		Yes	\$20.00	\$20.50	\$0.50	Per animal per day	No
Building & Amenity	Local Laws	Veterinary fees		Yes	Reasonable costs	Reasonable costs		Per animal	No
Building & Amenity	Local Laws	Cat trap hire deposit		No	nil	nil		per hire	No
Building & Amenity	Local Laws	Cat trap hire fee		Yes	nil	nil		per hire	No
Building & Amenity	Local Laws	Domestic animal business fee		No	\$130.00	132.00	\$2.00	per year	Yes
Building & Amenity	Local Laws	Dinner Plain snowmobile permit		No	\$71.00	\$72.00	\$1.00	per snowmobile	No
Building & Amenity	Local Laws	Parking infringement	Category 1 (e.g. Time Limit)	No	0.5 Penalty Unit	0.5 Penalty Unit		As per legislation	Partially
Building & Amenity	Local Laws	Parking infringement	Category 2 (e.g. Bus Zone)	No	0.6 Penalty Unit	0.6 Penalty Unit		as per legislation	Yes

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Local Laws	Parking infringement	Category 3 (e.g. No Stopping Area)	No	1.0 Penalty Unit	1.0 Penalty Unit		as per legislation	Yes
Building & Amenity	Local Laws	Vehicle impound fee		No	\$112.00	\$113.50	\$1.50	per vehicle	No
Building & Amenity	Local Laws	Vehicle storage fee		Yes	\$15.00	\$15.00	\$0.00	per vehicle per day	No
Building & Amenity	Local Laws	Vehicle & livestock transport fee		Yes	Reasonable costs	Reasonable costs		Per movement	No
BUILDING & AMENITY - DEVELOPMENT									
Building & Amenity	Development	Application for permit to work in a road reserve		No	as per legislation	as per legislation		as per legislation	Yes
BUILDING & AMENITY - PLANNING									
Building & Amenity	Building	Commercial works <\$15,000	+ lodgement fee	Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Commercial works \$15,001 - \$40,000	+ lodgement fee	Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Commercial works >\$40,001		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Carport, garage, sheds, veranda and other small extensions		Yes	\$580.00	\$588.50	\$8.50	minimum fee	No
Building & Amenity	Building	Swimming pool (in-ground)		Yes	\$697.00	\$707.50	\$10.50	minimum fee	No
Building & Amenity	Building	Swimming pool (above ground)		Yes	\$464.00	\$471.00	\$7.00	minimum fee	No
Building & Amenity	Building	Swimming pool / spa registration		No	as per legislation	as per legislation		Per property	Yes
Building & Amenity	Building	Swimming pool / spa document search fee		No	as per legislation	as per legislation		Per property	Yes
Building & Amenity	Building	Swimming pool / spa inspection		Yes	\$400.00	\$406.00	\$6.00	Minimum fee	No
Building & Amenity	Building	Restumping or demolition		Yes	competitive quote	competitive quote		minimum fee	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Building	Dwelling extensions and alterations		Yes				minimum fee plus applicable levies	No
Building & Amenity					competitive quote	competitive quote			
Building & Amenity	Building	New dwelling		Yes	competitive quote	competitive quote		minimum fee plus applicable levies	No
Building & Amenity	Building	Multi-unit development		Yes	competitive quote	competitive quote		minimum fee	No
Building & Amenity	Building	Extension of time for building permit		Yes	\$264.00	\$268.00	\$4.00	per extension	No
Building & Amenity	Building	Place of public entertainment (POPE)		Yes	\$465.00	\$472.00	\$7.00	per application	No
Building & Amenity	Building	Minor amendment to building permit		Yes	\$132.00	\$134.00	\$2.00	per amendment	No
Building & Amenity	Building	Major amendment to building permit		Yes	\$264.00	\$268.00	\$4.00	per amendment	No
Building & Amenity	Building	Variation to ResCode (report and consent)		Yes	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Additional inspection or re-inspection		Yes	\$232.00	\$235.50	\$3.50	per inspection	No
Building & Amenity	Building	Additional inspection or re-inspection (remote area)		Yes	\$316.00	\$320.50	\$4.50	per inspection	No
Building & Amenity	Building	Copy of building permit, endorsed plans or occupancy permit		Yes	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Legal point of discharge information		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Build over easement		No	as per legislation	as per legislation		as per legislation	Yes
Building & Amenity	Building	Building information certificate		No	as per legislation	as per legislation		as per legislation	Yes

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Building & Amenity	Building	Essential service inspection and report		Yes	\$348.00	\$353.00	\$5.00	per inspection	No
Building & Amenity	Building	Non-mandatory inspection		Yes	\$232.00	\$235.50	\$3.50	per inspection	No
CORPORATE – FINANCE									
Corporate	Finance	Land information certificate	Within 7 days	Yes	as per legislation	as per legislation		as per legislation	Yes
Corporate	Finance	Land information certificate	Within 24 hrs	Yes	\$50.00	\$50.50	\$0.50	per certificate	No
Corporate	Finance	Copy of rates notice	Post 1999	Yes	\$12.00	\$12.00	\$0.00	per notice per year	No
Corporate	Finance	Copy of rates notice	Pre 1999	Yes	\$42.00	\$42.50	\$0.50	per notice per year	No
Corporate	Finance	Rates debt recovery costs		Yes	Cost recovery from the ratepayer	Cost recovery from the ratepayer			Partial
Corporate	Finance	Freedom of information		Yes	as per legislation	as per legislation		as per legislation	Yes
Corporate	Finance	Records retrieval	5 years old or less	Yes	\$12.00	\$12.00	\$0.00	per item	No
Corporate	Finance	Records retrieval	over 5 years old	Yes	\$42.00	\$42.50	\$0.50	per item	No
Corporate	Finance	Disabled parking permit			free	free			No
CORPORATE – LIBRARIES									
Corporate	Libraries	Overdue fine > than 2 days	Adult	Yes	\$0.20	\$0.20	\$0.00	per day	No
Corporate	Libraries	Overdue fine > than 2 days	Junior	Yes	nil	nil		per day	No
Corporate	Libraries	Overdue fine > than 2 days	Inter library	Yes	\$0.50	\$0.50	\$0.00	per day	No
Corporate	Libraries	Overdue fine > than 2 days	Book Club	Yes	\$1.00	\$1.00	\$0.00	per day	No
Corporate	Libraries	Overdue fine with lost status		Yes	\$5.00	\$5.00	\$0.00	per item	No
Corporate	Libraries	Printing/photocopying	Black & White	Yes	\$0.10	\$0.10	\$0.00	per page	No
Corporate	Libraries	Printing/photocopying	Colour A4	Yes	\$0.50	\$0.50	\$0.00	per page	No
Corporate	Libraries	Printing/photocopying	Black & White	Yes	\$0.20	\$0.20	\$0.00	per page	No
Corporate	Libraries	Printing/photocopying	Colour A3	Yes	\$1.00	\$1.00	\$0.00	per page	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Adults	Yes	\$12.50	\$12.50	\$0.00	per member	No
Corporate	Libraries	Maximum unpaid fines before borrowing privileges are suspended	Junior	Yes	n/a	n/a		per member	No
Corporate	Libraries	Minor damage to an item or barcode		Yes	\$2.20	\$2.20	\$0.00	per item	No
Corporate	Libraries	DVD or CD ROM replacement cover		Yes	\$2.20	\$2.20	\$0.00	per item	No
Corporate	Libraries	CDB covers		Yes	\$10.00	\$10.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is known		Yes	Price of item	Price of item		Per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Adult book	Yes	\$26.00	\$26.50	\$0.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Junior book	Yes	\$14.00	\$14.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Light romance	Yes	\$2.00	\$2.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Periodical	Yes	\$9.00	\$9.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Book on disk	Yes	\$100.00	\$101.50	\$1.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Single disk	Yes	\$19.00	\$19.00	\$0.00	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	DVD	Yes	\$27.00	\$27.50	\$0.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	Playaway	Yes	\$100.00	\$101.50	\$1.50	per item	No
Corporate	Libraries	Lost or damaged items, where price is unknown	MP3	Yes	\$105.00	\$106.50	\$1.50	per item	No
Corporate	Libraries	Replacement of lost or damaged cards		Yes	\$2.50	\$2.50	\$0.00	per card	No
Corporate	Libraries	Interlibrary loans (for loans outside of Victoria or from non-library institutions)		Yes	As determined by ALIA[1]	\$28.50		per item	No
Corporate	Libraries	Inter library loan strap/barcode		Yes	\$3.30	\$3.30	\$0.00	per item	No
Corporate	Libraries	Requests for photocopies not in stock and obtained on inter library loan		Yes	As charged by supplier	As charged by supplier		per item	No
Corporate	Libraries	Research fee		Yes	\$16.00	\$16.00	\$0.00	per half hour	No
Corporate	Libraries	Programs and activities		Yes	Free to minimal charge	Free to minimal charge		per attendee	No
Corporate	Libraries	Disc Cleaning		Yes	\$4.00	\$4.00	\$0.00	per item	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
FACILITIES – WASTE	FACILITIES – WASTE								
Facilities	Waste	Domestic putrescible and hard waste		Yes	\$45.50	\$46.50	\$1.00	per cubic metre	No
Facilities	Waste	Domestic putrescible and hard waste	minimum charge	Yes	\$8.00	\$8.00	\$0.00	per large bag	No
Facilities	Waste	Concrete and bricks		Yes	\$39.00	\$39.50	\$0.50	per cubic metre	No
Facilities	Waste	Cement sheeting, plaster board		Yes	\$54.50	\$55.00	\$0.50	per cubic metre	No
Facilities	Waste	Green waste		Yes	\$18.50	\$18.50	\$0.00	per cubic metre	No
Facilities	Waste	Raw organic timber		Yes	\$18.50	\$18.50	\$0.00	per cubic metre	No
Facilities	Waste	Processed/treated timber		Yes	\$45.50	\$46.50	\$1.00	per cubic metre	No
Facilities	Waste	Whitegoods (all)		Yes	\$11.50	\$11.50	\$0.00	each	No
Facilities	Waste	Steel		Yes	\$12.00	\$12.00	\$0.00	per cubic metre	No
Facilities	Waste	Oil		Yes	free	free		per litre	No
Facilities	Waste	Plastic and metal oil containers			\$0.80	\$0.80	\$0.00	per item	No
Facilities	Waste	Car bodies		Yes	\$25.50	\$26.00	\$0.50	per item	No
Facilities	Waste	Aluminium, cardboard, steel cans, plastic bottles and containers	1st 1/4 cubic metre free	Yes	\$15.00	\$15.00	\$0.00	per cubic metre	No
Facilities	Waste	Paint cans 10 litres and over of any size containing paint		Yes	\$3.60	\$3.60	\$0.00	per litre	No
Facilities	Waste	Car batteries		Yes	free	free		each	No
Facilities	Waste	LPG cylinders		Yes	\$6.00	\$6.00	\$0.00	each	No
Facilities	Waste	Tyres small/4WD		Yes	\$10.50	\$10.50	\$0.00	each	No
Facilities	Waste	Tyres large - truck		Yes	\$15.50	\$15.50	\$0.00	each	No
Facilities	Waste	Tyres large - tractor or truck		Yes	\$92.50	\$94.00	\$1.50	each	No
Facilities	Waste	E-waste - Small appliances		Yes	free	free		each	No
Facilities	Waste	E-waste - Medium appliances		Yes	free	free		each	No
Facilities	Waste	E-waste - Large appliances		Yes	free	free		each	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Waste	E-waste scheme exempt items		Yes	free	free		each	No
Facilities	Waste	Asbestos - Porepunkah only	Minimum charge \$5	Yes	\$100.00	\$101.50	\$1.50	per cubic metre	No
Facilities	Waste	Green organic mulch sales		Yes	free	free		per cubic metre	No
Facilities	Waste	Crushed concrete sales		Yes	\$39.00	\$39.50	\$0.50	per cubic metre	No
Facilities	Waste	Mattress - any size except cot		Yes	\$28.00	\$28.50	\$0.50	each	No
Facilities	Waste	Mattress - cot		Yes	\$10.00	\$10.00	\$0.00	each	No
Facilities	Waste	Single seater couch		Yes	\$20.00	\$20.50	\$0.50	each	No
Facilities	Waste	Two seater, sofa or larger couch		Yes	\$29.00	\$29.50	\$0.50	each	No
Facilities	Waste	Skis or snowboards		Yes	\$6.00	\$6.50	\$0.50	per pair or board	No
Facilities	Waste	Silage wrap		Yes	\$3.50	\$3.50	\$0.00	per cubic metre	No
Facilities	Waste	Drum master		Yes	free	free			No
FACILITES - SWIMMING POOLS	FACILITES - SWIMMING POOLS								
Facilities	Swimming Pools	Adult daily		Yes	\$5.20	\$5.20	\$0.00	per person	No
Facilities	Swimming Pools	Child/concession daily		Yes	\$2.50	\$2.50	\$0.00	per person	No
Facilities	Swimming Pools	Supervising parent		Yes	\$4.00	\$4.00	\$0.00	per person	No
Facilities	Swimming Pools	Family season - early bird		Yes	\$89.00	\$89.00	\$0.00	per season	No
Facilities	Swimming Pools	Adult season		Yes	\$80.00	\$80.00	\$0.00	per season	No
Facilities	Swimming Pools	Child/concession season		Yes	\$42.50	\$42.50	\$0.00	per season	No
Facilities	Swimming Pools	Adult 10 visit pass		Yes	\$47.00	\$47.00	\$0.00	per 10 visits	No
Facilities	Swimming Pools	Child/concession 10 visit pass		Yes	\$23.00	\$23.00	\$0.00	per 10 visits	No
Facilities	Swimming Pools	Mount Beauty stadium hire		Yes	\$27.00	\$27.00	\$0.00	per hour	No
Facilities	Swimming Pools	Aqua fit/concession		Yes	\$7.50	\$7.50	\$0.00	per session	No
Facilities	Swimming Pools	Aqua fit/adult		Yes	\$10.50	\$10.50	\$0.00	per session	No
Facilities	Swimming Pools	Arthritis group		Yes	\$3.00	\$3.00	\$0.00	per hour	No
Facilities	Swimming Pools	Lane hire		Yes	\$30.00	\$30.00	\$0.00	per hour	No
Facilities	Swimming Pools	Learn to swim		Yes	\$17.50	\$17.50	\$0.00	one lesson	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Swimming Pools	Learn to swim		Yes	\$55.00	\$55.00	\$0.00	private lesson	No
Facilities	Swimming Pools	Pool hire with lifeguard		Yes	\$105.00	\$105.00	\$0.00	per hour	No
Facilities	Swimming Pools	Seniors Hour		Yes	\$3.00	\$3.00	\$0.00	per hour	No
Facilities	Bright Sports Centre	Additional Lifeguard		Yes	new	\$37.00	\$0.00	per hour	No
FACILITES - BRIGHT SP FACILITES - BRIGHT SPORTS CENTRE									
Facilities	Bright Sports Centre	Centre Membership - all areas	Adult - 1 month	Yes	\$87.50	\$90.00	\$2.50	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Concession - 1 month	Yes	\$65.00	\$66.00	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Family - 1 month	Yes	\$155.00	\$160.00	\$5.00	per family	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Adult - 3 month	Yes	\$260.00	\$264.00	\$4.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Concession - 3 month	Yes	\$190.00	\$193.00	\$3.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Family - 3 month	Yes	\$465.00	\$472.00	\$7.00	per family	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Adult	Yes	\$73.50	\$75.00	\$1.50	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Concession	Yes	\$52.50	\$53.50	\$1.00	per person	No
Facilities	Bright Sports Centre	Centre Membership - all areas	Monthly Direct Debit Family	Yes	\$150.00	\$155.00	\$5.00	per family	No
Facilities	Bright Sports Centre	After Hours Access	Fob Charge	Yes	\$20.00	\$20.50	\$0.50	per fob	No
Facilities	Bright Sports Centre	Swimming pool only	Adult - 3 month	Yes	\$120.00	\$125.00	\$5.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Concession - 3 Month	Yes	\$77.50	\$78.50	\$1.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - 3 month	Yes	\$310.00	\$315.00	\$5.00	per family	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Swimming pool only	Adult casual visit	Yes	\$7.50	\$8.00	\$0.50	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Child/concession - casual visit	Yes	\$4.50	\$4.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Swimming pool only	Family - Casual Visit	Yes	\$17.50	\$18.00	\$0.50	per family	No
Facilities	Bright Sports Centre	Swimming pool only	Adult 10 visit card	Yes	\$63.00	\$65.00	\$2.00	per card	No
Facilities	Bright Sports Centre	Swimming pool only	Concession/child 10 visit card	Yes	\$40.00	\$40.50	\$0.50	per card	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Adult Casual	Yes	\$15.00	\$15.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Concession - Casual	Yes	\$10.50	\$10.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Adult 10 visit card	Yes	\$135.00	\$137.00	\$2.00	per card	No
Facilities	Bright Sports Centre	Casual gym entry (includes gym and pool)	Concession 10 visit card	Yes	\$93.00	\$94.50	\$1.50	per card	No
Facilities	Bright Sports Centre	Hydro program		Yes	\$5.00	\$5.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Learn to swim program		Yes	\$17.75	\$18.00	\$0.25	per person per session	No
Facilities	Bright Sports Centre	Learn to swim program - Early payment discount 10%		Yes				per person	no
Facilities	Bright Sports Centre	Learn to swim private lesson		Yes	\$56.00	\$57.00	\$1.00	per lesson	No
Facilities	Bright Sports Centre	Corporate membership 10% discount on membership prices		Yes					No
Facilities	Bright Sports Centre	Casual group exercise class entry	Regular Class - Non Member	Yes	\$11.50	\$12.00	\$0.50	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Active Seniors Class - Non Member	Yes	\$7.00	\$7.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Casual group exercise class entry	Intro Seniors Class	Yes	\$6.00	\$6.00	\$0.00	per person	No
Facilities	Bright Sports Centre	Squash court	Adult	Yes	\$7.00	\$7.00	\$0.00	per person	No



Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Facilities	Bright Sports Centre	Squash court	Child/concession	Yes	\$4.50	\$4.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Multi-purpose room hire		Yes	\$26.00	\$26.50	\$0.50	per hour	No
Facilities	Bright Sports Centre	Pool hire with lifeguard		Yes	\$105.00	\$106.50	\$1.50	per hour	No
Facilities	Bright Sports Centre	Shower Only		Yes	\$4.50	\$4.50	\$0.00	per person	No
Facilities	Bright Sports Centre	Additional Lifeguard		Yes	new	\$37.00		per hour	No
FACILITES - COMMUNITY CENTRES									
Facilities	Community Centres	Hall or kitchen only hire	Max \$160/day	Yes	\$16.00	\$16.00	\$0.00	per hour	No
Facilities	Community Centres	Hall and kitchen hire	Max \$260/day	Yes	\$26.00	\$26.50	\$0.50	per hour	No
Facilities	Community Centres	Bond		Yes	\$265.00	\$269.00	\$4.00	per hire	No
Facilities	Community Centres	Hall hire insurance (any hall)		Yes	\$36.00	\$36.50	\$0.50	per hire	No
FACILITES - THE PAVILION, PIONEER PARK									
Facilities	The Pavilion	Meeting room	max 10hr charge/day	Yes	\$15.00	\$15.00	\$0.00	per hour	No
Facilities	The Pavilion	Function Centre (no kitchen)	max 10hr charge/day	Yes	\$25.00	\$25.50	\$0.50	per hour	No
Facilities	The Pavilion	Function Centre incl. kitchen	max 10hr charge/day	Yes	\$45.00	\$45.50	\$0.50	per hour	No
Facilities	The Pavilion	Kitchen only	max 10hr charge/day	Yes	\$25.00	\$25.50	\$0.50	per hour	No
Facilities	The Pavilion	First Aid Room & Downstairs Toilets (2) Hire	Full day hire	Yes	\$150.00	\$152.00	\$2.00	per day	No
Facilities	The Pavilion	Entire Downstairs Area (Changerooms, First Aid Room, Toilets)	Full day hire	Yes	\$350.00	\$355.00	\$5.00	per day	No
PLANNING									
Planning	Planning	Public notification	Notice to neighbours	Yes	\$66.50	\$67.50	\$1.00	per general notification	No

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Public notification	Additional notices	Yes	\$8.00	\$8.00	\$0.00	per notice	No
Planning	Planning	Public notification	Notice on land	Yes	\$84.00	\$85.50	\$1.50	up to two signs	No
Planning	Planning	Public notification	Additional notices on land	Yes	\$13.00	\$13.00	\$0.00	each additional sign	No
Planning	Planning	Public notification	Notice in papers	Yes	\$205.00	\$208.00	\$3.00	per notice	No
Planning	Planning	Planning advice in writing - cert of verbal advice		Yes	\$123.00	\$125.00	\$2.00	per advice	No
Planning	Planning	Sect 173 agreements		Yes	\$410.00	\$416.00	\$6.00	per agreement	No
Planning	Planning	Certificate of title and restrictions covenant		Yes	\$61.50	\$62.50	\$1.00	per certificate	No
Planning	Planning	Copy of planning permit, endorsed plans or occupancy permit		Yes	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Planning panel - proponent request amendment		Yes	cost of panel	cost of panel			Yes
Planning	Planning	Extension of time for planning permit certificate fee		No	\$123.00	\$125.00	\$2.00	per extension	No
Planning	Planning	Class 1 – Change of use only		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	To develop land or to use and develop land for a single dwelling per lot or to undertake development ancillary to the use of the land for a single dwelling per lot if the estimated cost of development included in the application is:							
Planning	Planning	Class 2 - Dwellings \$10,000 to \$100,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 3 - Dwellings more than \$100,001		No	as per legislation	as per legislation		as per legislation	Yes

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	To develop land (other than for a single dwelling per lot) if the estimated cost of development included in the application is:							
Planning	Planning	Class 4 - \$10,000 or less		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 5 - \$10,000 to \$250,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 6 - \$250,000 to \$500,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 7 - \$500,000 to \$1,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 8 - \$1,000,000 to \$7,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 9 - \$7,000,000 to \$10,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 10 - \$10,000,000 to \$50,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 11 - Over \$50,000,000		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 12 - Subdivide existing building		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 13 - Subdivide land into two lots		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 14 - To effect a realignment of a common boundary between lots or to consolidate two or more lots		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Class 15 - To subdivide land		No	as per legislation	as per legislation		as per legislation	Yes

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Class 16 - To remove a restriction (within the meaning of the Subdivision Act 1988) over land if the land has been used or developed for more than 2 years before the date of the applications in a manner which would have been lawful under the Planning and Environment Act 1987 but for the existence of the restriction		No	as per legislation	as per legislation			
Planning	Planning	Class 17 - To create, vary or remove a restriction within the meaning of the Subdivision Act 1988 or to create or remove a right of way		No					
Planning	Planning	Class 18 - To create, vary or remove an easement other than a right of way or to vary or remove a condition in the nature of an easement other than a right of way in a Crown grant		No	as per legislation	as per legislation			
Planning	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 4)		No	as per legislation	as per legislation			
Planning	Planning	Amend an application for a permit after notice has been given for every class of application (other than Class 5)		No	as per legislation	as per legislation			
Planning	Planning	The fee for an application for any combination of the classes of application outlined above is the sum arrived at by adding the highest of the fees which would have applied if separate applications had been made plus 50% of each of the other fees which would have applied if separate applications had been made.			as per legislation	as per legislation			
Planning	Planning	Application to amend the planning scheme	Stage 1	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 2	No	as per legislation	as per legislation		as per legislation	Yes
Planning	Planning	Application to amend the planning scheme	Stage 3	No	as per legislation	as per legislation		as per legislation	Yes

Department	Business Unit	Fee name	Fee - sub component	GST ?	2020/21 Fee	2021/22 Fee	\$ Change	Unit of measure	Regulated?
Planning	Planning	Application to amend the planning scheme	Stage 4	No	as per legislation	as per legislation		as per legislation	Yes
PLANNING & AMENITY - SUBDIVISION									
Planning	Subdivision	Certification of a plan of subdivision	Fixed	No	as per legislation	as per legislation		per subdivision	Yes
Planning	Subdivision	Supervision of works		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Subdivision	Checking engineering plans		No	as per legislation	as per legislation		as per legislation	Yes
Planning	Subdivision	Public open space contributions		No	<= 5.0%	<= 5.0%		subdivision value	Yes



COUNCIL DOCUMENT

Revenue and Rating Plan

2021

Contents

1. Purpose	4
2. Introduction	6
3. Community engagement	8
4. Rates and charges	9
4.1 Rating Legislation	11
4.2 Taxation Principles	13
4.3 Determining Which Valuation Base To Use	15
4.3.1 Capital Improved Value (CIV)	15
4.3.2 Site value (SV)	16
4.3.3 Net annual value (NAV)	17
4.3.4 Recommended valuation base	17
4.3.5 Property Valuations	18
4.3.6 Supplementary Valuations	18
4.3.7 Objections to property valuations	19
4.4 Rating Differentials	20
4.4.1 General Rate	20
4.4.2 Farm Rate	20
4.4.3 Commercial / Industrial Rate	21
4.4.4 Advantages of a differential rating system	22
4.4.5 Disadvantages of a differential rating system	23
4.5 Cultural and Recreational Lands	24
4.6 Rates in Lieu	24
4.7 Municipal Charge	24
4.8 Special Rate and Charge Schemes	25
4.9 Service Rates and Charges	26
4.10 Collection and Administration of Rates and Charges	27
4.10.1 Payment options	27
4.10.2 Interest on arrears and overdue rates	27
4.10.3 Pensioner rebates	27
4.10.4 Deferred payments	28
4.10.5 Revenue and Debtor Management Policy	28
4.10.6 Debt recovery	28
4.10.7 Fire Services Property Levy	28
5. Other revenue items	29
5.1 User Fees and Charges	29
5.2 Statutory Fees and Charges	30
5.3 Grants	31
5.4 Contributions	31
5.5 Interest on Investments	32
5.6 Borrowings	32
6. Approval	33

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6 April 2021	0.1	Draft released for public submissions
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1. Purpose

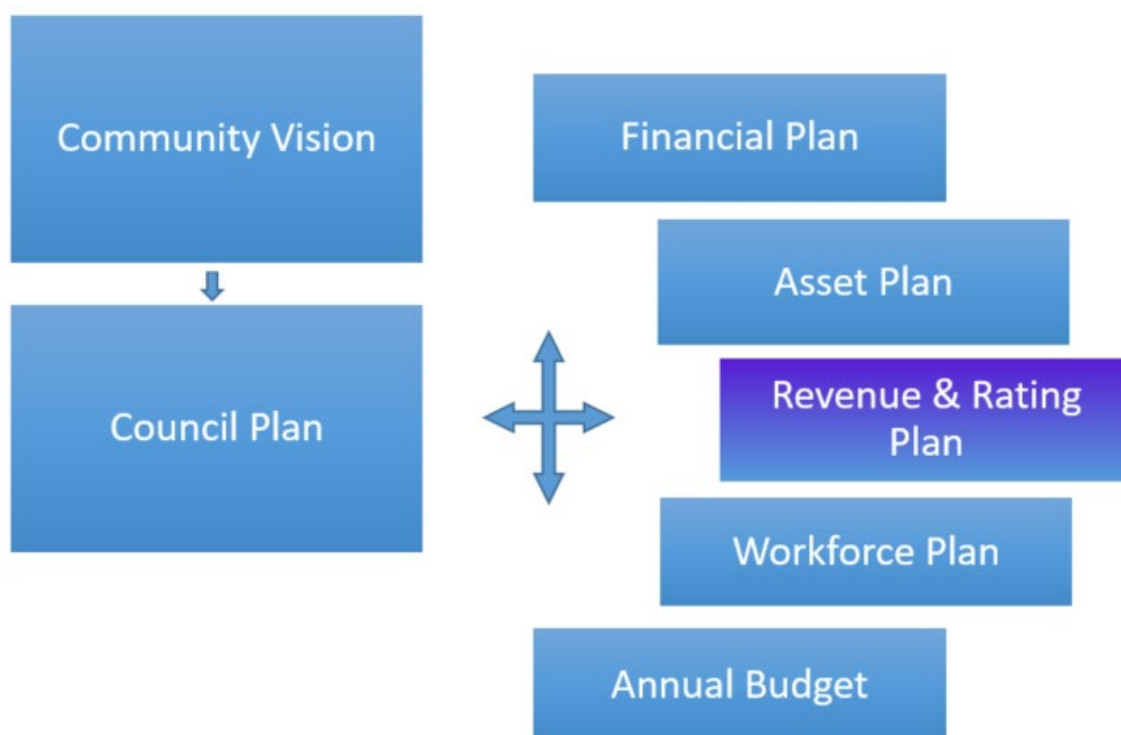
The *Local Government Act 2020* requires each Council to prepare a Revenue and Rating Plan to cover a minimum period of four years following each Council election. The Revenue and Rating Plan establishes the revenue raising framework within which the Council proposes to work.

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Alpine Shire Council which, in conjunction with other income sources will adequately finance 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:

"The Alpine Shire provides outstanding opportunities for its residents and visitors through sustainable growth in balance with the natural environment."

Strategies outlined in this plan align with the objectives contained in the Council Plan, in particular *"A responsible and sustainable organisation"* 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.



This plan will explain how Council calculates the revenue needed to fund its activities, and how that funding will be split between ratepayers and other users of Council services.

This plan will set out decisions that Council has made in relation to rating options available to it under the *Local Government Act 1989* to ensure the fair and equitable

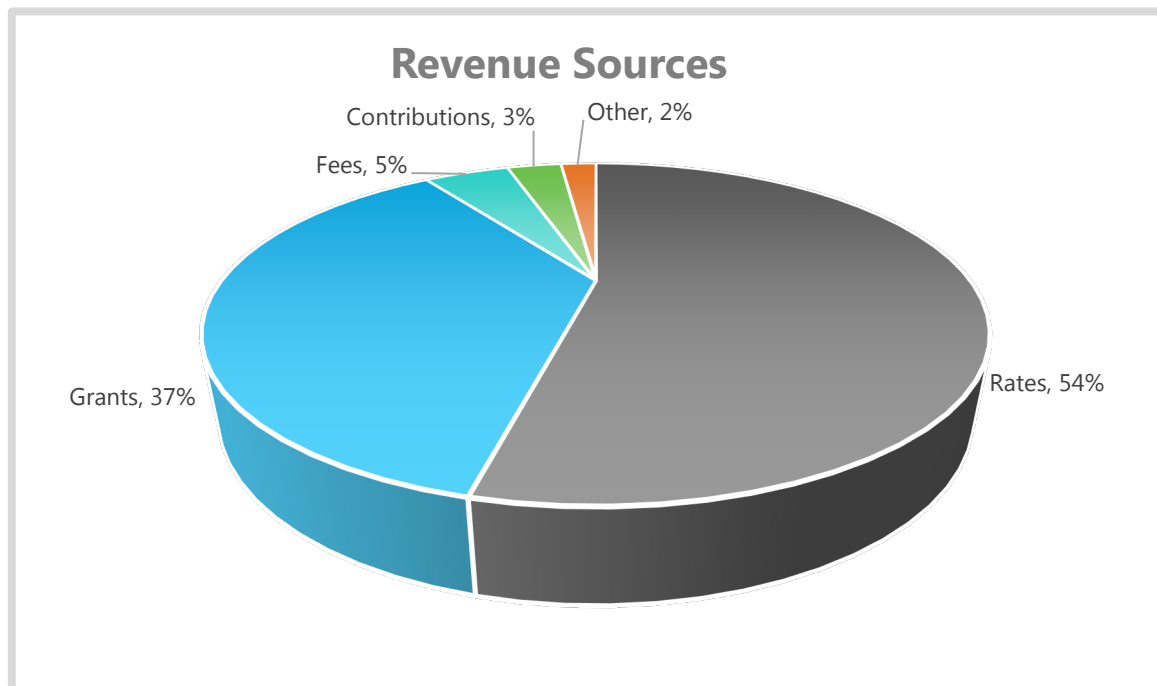
distribution of rates across property owners. It will also set out principles that are used in decision making for other revenue sources such as fees and charges.

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.

This plan provides a control measure towards Council's Strategic Risk as described in Council's Risk Register – *"Financial Sustainability – the organisation has inadequate planning in place to assure sustainable funding and expenditure into the future."*

2. Introduction

Council provides several 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 charges (if applicable)
- Grants from other levels of Government
- Statutory Fees and Fines
- User Fees
- Cash and non-cash contributions from other parties (i.e., developers, community groups)
- Other Income

Rates are the most significant revenue source for Council, accounting for 54% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus to Council's long-term financial sustainability. The FGRS continues to limit Council's ability to raise revenue above the rate cap unless application is made to the Essential Services Commission for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council. This strategy will address Council's reliance on rate income and provide options to actively reduce that reliance.

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 statutory planning fees are set by State Government statute and are commonly known as regulatory fees. In these cases, councils usually have no control over service pricing. However, in relation to other services, Council can 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 many 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.

3. 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 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 April Council meeting for a period of 28 days and calling for public submissions;
- Community engagement through public notice in local newspaper;
- Hearing of public submissions (May); and
- Final Revenue and Rating Plan (including any revisions) presented to (June) Special Council meeting for adoption.

4. Rates and charges

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.

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

- **General Rates** – Based on 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*,
- **Special Rate** – Based on property values (using the Capital Improved Valuation methodology) and charged in addition to the general rates for commercial/industrial properties located with the Dinner Plain Village, which will defray the expense of an initiative of special benefit.
- **Service Charges** - A 'user pays' component for council services to reflect benefits provided by Council to ratepayers who benefit from a service, such as waste and recycling charges

Striking a proper balance between these elements will help to improve equity in the distribution of the rate burden across residents.

Council makes a further distinction when applying general rates by applying rating differentials 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.

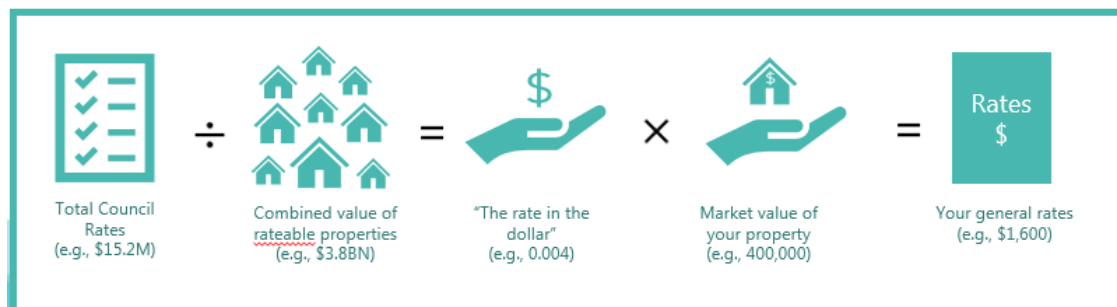
The Alpine Shire Council rating structure comprises three differential rates (residential or general, commercial/industrial, and farm). These rates are structured in accordance with the requirements of Section 161 'Differential Rates' of the *Local Government Act 1989*, and the Ministerial Guidelines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

The differential rates are currently set as follows:

- Residential 100%
- Commercial / Industrial 143%
- Farm land 73%

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

- Valuation (Capital Improved Value) x Rate in the Dollar (Differential Rate Type)



The rate in the dollar for each rating differential category is included in Council's annual budget.

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 aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the State Government's Fair Go Rates System, all rate increases are capped to a rate declared by the Minister for Local Government, which is announced in December for the following financial year.

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

4.1 RATING LEGISLATION

The legislative framework set out in the *Local Government Act 1989* determines council's ability to develop a rating system. The framework provides significant flexibility for Council to tailor a system that suits its needs.

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 Value, Capital Improved Value (CIV) and Net Annual Value (NAV).

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 Alpine Shire Council budget.

4.2 TAXATION PRINCIPLES

When developing a rating strategy including, in particular with reference to differential rates, a Council should consider the following 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 link between consumption/benefit and the rate burden.

Capacity to Pay

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

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

Rates and Charges Revenue Principles:

Property rates will:

- be reviewed annually;
- not change dramatically from one year to next; and
- be sufficient to fund current expenditure commitments and deliverables outlined in the Council Plan, Financial Plan and Asset Plan.

Differential rating should be applied as equitably as is practical and will comply with the *Ministerial Guidelines for Differential Rating 2013*.

4.3 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 Value (CIV)** – Value of land and improvements upon the land.
- **Site Value (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.

4.3.1 Capital Improved Value (CIV)

Capital Improved Value is the most used valuation base by local government with over 90% of 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 to 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 property 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 councils 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.

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.

4.3.2 Site value (SV)

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 an Alpine 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 quarter acre residential blocks. In many ways, it is difficult to see an equity argument being served by the implementation of site valuation in the Alpine Shire Council.

Advantages of Site Value

- There is a perception that under site value, 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 of 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 (e.g. Farm

land and residential use properties). Large landowners, such as farmers for example, are disadvantaged using 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 community may have 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.

4.3.3 Net annual value (NAV)

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

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

Overall, the use of NAV is not largely 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.

4.3.4 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 rating.

Alpine Shire Council applies Capital Improved Value (CIV) to all properties within the municipality to consider the fully developed value of the property. This basis of valuation considers 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 requirements 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 Council's functions and must include the following:

- i. A definition of the types or 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 1989*.

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 times the lowest differential rate.

4.3.5 Property Valuations

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

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 must 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.

4.3.6 Supplementary Valuations

Supplementary valuations are carried out for a variety of reasons including rezoning, subdivisions, amalgamations, renovations, new constructions, extensions, demolitions, occupancy changes and corrections. The Victorian Valuer-General is tasked with undertaking supplementary valuations 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.

4.3.7 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 either in writing to the Alpine Shire Council or lodge electronically via the Valuer General Victoria Portal. Property owners can also object to the site valuations on receipt of their Land Tax Assessment. 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 the State Revenue Office).

4.4 RATING DIFFERENTIALS

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 classes of land which are subject to each differential rate and the uses of each differential rate are set out below.

4.4.1 General Rate

The general rate is applied to every property unless the property falls into a specific differential rate category.

Definition:

General land is any rateable land which does not have the characteristics of Farm Rate land and 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.

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

4.4.2 Farm Rate

A differential rate is applied to farm land at 73% of the general rate. An application must be made in writing to change the classification of a property to the differential farm rate.

Definition:

"Farm Land" means any rateable land which satisfies the following criteria:

- The land area must be of 8Ha or over; or
 - be 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
 - show that the primary source of income is derived from the land; and
- The land must be used by a business:
 - that has a significant and substantial commercial purpose or character; and
 - 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 it is operating.

Any variations outside this policy require Council approval.

Objectives:

The objective of the farm rate policy is to "to allow for a reduced rate on all land declared as farm land which will more equitably spread the general rate burden over the rate base of the municipality given the broad nature of services provided by Council and their availability to the farming community."

It is important to ensure that highly productive farming land is not rated at levels that force farmers to seek to subdivide and sell off parcels to remain viable.

Scope: The policy applies to Council when considering and determining the annual budget of rates and charges. It does not apply to land located in Bogong Village or the Dinner Plain Village.

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:

73% of the General Rate.

4.4.3 Commercial / Industrial Rate

A commercial / industrial differential rate of 143% of the general rate is applied to commercial / industrial land.

Definition:

Commercial or industrial land is any land, which is:

- is used primarily for commercial or industrial purposes (including but not limited to any accommodation premises, motel or hotel used primarily to accommodate travellers, tourists or other persons engaged in recreational pursuits); or
- is adapted or designed to be used primarily for commercial or industrial purposes (including but not limited to any accommodation premises adapted or designed to be used primarily for accommodating travellers, tourists or other persons engaged in recreational pursuits); or
- is located in a Commercial 1 Zone, Industrial 1 Zone or Industrial 2 Zone under the Alpine Planning Scheme; or
- has a dwelling constructed on it, which is not the principal place of residence of the owner and which is made available for commercial hire, lease or licence to tourists, persons engaged in recreational pursuits or other like persons (on either a casual or permanent basis). This is defined as a 'holiday house'.

Any variations outside this policy require Council approval.

Objectives:

The objective of the Commercial / Industrial Rate Policy is "to ensure equity in the application of the rating burden across the Shire. It provides for the higher costs of servicing commercial and industrial properties, specialist properties and undertaking economic development and tourism strategies. This is reflected in the application of a rate in the dollar which is higher than the rate in the dollar for other land."

The tourism industry is the largest industry within the Shire. Festivals and events are a critical driver for the Alpine Shire economy and Council delivers a coordinated program to facilitate a strong calendar of events.

A significant portion of the money raised is invested to undertake economic development and tourism strategies, to support the growth and future wellbeing of both tourism and economic development within the Shire.

Investment in tourism and economic development, along with the physical location and general nature of commercial/industrial properties, results in a higher servicing cost to Council. Therefore, a differential rate is applied to ensure equity.

Scope:

The policy applies to Council when considering and determining the annual budget of rates and charges. It does not apply to land located in Bogong Village or the Dinner Plain Village.

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:

143% of the General Rate.

4.4.4 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)

4.4.5 Disadvantages of a differential rating system

The disadvantages in applying differential rating are:

- The justification of the differential rate can at times be difficult for the various groups to accept giving rise to queries and complaints where the differentials may seem to be excessive.
- Differential rates can be confusing to ratepayers, as they may have difficulty understanding 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 (e.g., 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 rate achieves those objectives.

4.5 CULTURAL AND RECREATIONAL LANDS

Under the Cultural Recreational Land Act 1963, Council can charge a reduced amount of rates, or not charge rates, to lands that fall under this category. These may include, for example, tennis clubs, bowls clubs or golf clubs. In making this decision, Council needs to have regards to the services provided by the Council and the benefit to the community derived from the recreational lands.

Council individually considers community recreational lands that provide a community benefit as to whether they warrant a reduced or nil rate charge. These lands may still be required to pay service charges such as a waste and recycling collection on a user pays basis.

4.6 RATES IN LIEU

In line with the *Electricity Industry Act 2000*, the Council has a 'Rates In Lieu' arrangement with the AGL Hydro Partnership for its properties within the Alpine Shire. The amount paid is determined by a Victorian Government Gazette and is based on the power generating capacity of the operation, indexed annually in line with CPI. Discounts may be provided where the station operates at low capacity.

4.7 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.

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.

Under the *Local Government Act 1989*, a council's total revenue from a municipal charge in a financial year must not exceed 20 per cent of the combined sum of total rates.

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. The same contribution amount per assessment to cover a portion of council's administrative costs can be seen as an equitable method of recovering these costs.

Municipal Charges have the effect of flattening the rate burden making people in lower valued properties pay more. The Alpine Shire does not have many low value properties and to place a charge on the rate notice to cover the 'administrative costs' of Council, is unpopular and hard for the ratepayer to understand. Accordingly, this mechanism has been deemed to be unsuitable and is not applied to the Alpine Shire.

4.8 SPECIAL RATE AND 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 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 proof "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 Local Government Act 1989 also enables the Council to apply special rates and charges for funding initiatives which directly benefit specific segments of the community. Council can require a person to pay a special rate or charge, if it will defray the expense of an initiative of special benefit to the person required to pay it.

DINNER PLAIN

Council proposes one special rate to fund special services at Dinner Plain Village, deemed the Dinner Plain Special Rate.

Dinner Plain receives a number of services of special benefit to Dinner Plain's Commercial and Industrial ratepayers.

In 2021/22 this includes the Dinner Plain to Hotham winter bus service, roadways snow clearing, cross country trail grooming, marketing and event support undertaken specifically for Dinner Plain, and cable television maintenance. The Dinner Plain Special Rate is applied to defray the expenses associated with these special services.

The Special Rate is applied to Commercial and Industrial ratepayers in the Dinner Plain village in addition to the General Rate. The Special Rate has reduced over time to align with the rate applied to the Commercial/Industrial land across the rest of the Shire.

4.9 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 sewage services
- d. Any other prescribed service.

Alpine Shire Council levies the following annual waste service charges:

- Waste & Recycling Collection Service
- Dinner Plain Waste Collection Service
- Waste Management Charge

Waste charges will continue to be charged according to

- a. the bins or waste services that each ratepayer receives and
- b. the overall cost of managing waste, for example developing, monitoring, managing and rehabilitating landfills; operating our transfer stations; and managing public place waste.

4.10 COLLECTION AND ADMINISTRATION OF RATES AND CHARGES

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

4.10.1 Payment options

In accordance with section 167(1) of the *Local Government Act 1989* ratepayers have the option of paying rates and charges by way of four instalments.

Payments are due on the prescribed dates below:

- 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, EFTPOS, credit/debit cards and cash)
- online via Council's ratepayer portal
- BPAY
- BPAY View
- Australia Post (over the counter, over the phone via credit card and on the internet),
- by mail (cheques and money orders only).

4.10.2 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.

4.10.3 Pensioner rebates

Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI (Totally or Permanently Incapacitated) 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.

4.10.4 Deferred payments

Under Section 170 of the *Local Government Act 1989*, Council may defer the payment of any rate or charge for an eligible ratepayer whose property is their sole place of residency, allowing ratepayers an extended period 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 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.

4.10.5 Revenue and Debtor Management 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 several difficulties that may be faced. The purpose of the Revenue and Debtor Management 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.

4.10.6 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 2020* Section 122 requires the buyer of property, or their agents (e.g., solicitors and or conveyancers), to notify Council by way of notice of acquisition of an interest in land.

If an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. If 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 take action to sell the property in accordance with the *Local Government Act 1989* Section 181.

4.10.7 Fire Services Property Levy

In 2012 the Victorian State Government passed legislation requiring the Fire Services Property Levy (FSPL) to be collected from ratepayers. Previously this was collected through building and property insurance premiums. The FSPL helps fund the services provided by the Fire Rescue Victoria (FRV) and Country Fire Authority (CFA), and all levies collected by Council are passed through to the State Government.

The FSPL 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.

5. Other revenue items

5.1 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:

- Kindergarten and Childcare fees
- Leisure Centre, Gym, and Pool visitation and membership fees
- Waste Management fees
- Aged and Health Care service fees
- Leases and facility hire fees

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 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 based on one of the following pricing methods:

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

Market pricing 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 to 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 aims to recover all direct and indirect costs incurred by council. This pricing should be used 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 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. Full council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

As per the Victorian Auditor General's Office report *"Fees and charges – cost recovery by local government"* recommendations, council has developed a user fee pricing approach to help guide the fair and equitable setting of prices. This 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; and
- Competitive neutrality with commercial providers.

Council will develop 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 valuable feedback before the fees are locked in.

5.2 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

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, 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.

5.3 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.

5.4 CONTRIBUTIONS

Contributions represent funds received by council, other than the State or Commonwealth Governments and are usually linked to projects or specific activities.

Contributions can be made to council in the form of either cash payments or asset handovers.

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 footpaths.

Contributions should always be linked to a planning or funding agreement. Council will not undertake any work on a contribution-funded project until a 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 separately for the specific works identified in the agreements.

5.5 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.

5.6 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.

The following financial sustainability principles must be adhered to with new borrowings:

- Borrowings must only be applied for where it can be proven that repayments can be met in the Long Term Financial Plan
- Borrowings must not be used to fund ongoing operations
- Borrowings are appropriate for funding large capital works where the benefits are provided to future generations
- Council will maintain its debt at levels which are sustainable.

6. Approval

THE COMMON SEAL OF THE
ALPINE SHIRE COUNCIL was
hereunto affixed this 15 day of June
2021 in the presence of:

.....
COUNCILLOR NAME

.....
SIGNATURE

.....
COUNCILLOR NAME

.....
SIGNATURE

.....
CHIEF EXECUTIVE OFFICER NAME

.....
SIGNATURE