Revenue and Rating Plan 2025-29

Adopted by Council: 30 June 2025

Responsible Directorate: Chief Financial Office
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Acknowledgement of Traditional Owners

The City of Boroondara acknowledges the Wurundjeri Woi-wurrung people as the Traditional Owners and original custodians of this land, and we pay our respects to their Elders past and present.

Table of contents

1 Purpose

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating approach for Council which, in conjunction with other income sources, will adequately finance the objectives in the Boroondara Community Plan (BCP), incorporating the 10-year Community Vision, the Council Plan 2021-25 and the Municipal Public Health and Wellbeing Plan 2021-25.

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.

This plan is an important part of Council's integrated planning framework, all of which is created to achieve our vision in the Boroondara Community Plan.

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

It provides a medium-term plan for how Council will generate income to deliver on the Boroondara Community Plan, program and services and capital works commitments over a 4-year period. It defines the revenue and rating 'envelope' within which Council proposes to operate.

Figure 1: Our integrated planning and reporting framework

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

In particular, this plan will set out the decisions that Council has made in relation to rating options available to it under the *Local Government Act 2020* to ensure the fair and equitable distribution of rates across property owners. It will also set out the robust principles and practices for fee and charge setting and other revenue items to ensure Council's commitment to responsible financial management is achieved, while at the same time continuing to provide high quality, accessible services to the community.

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.

1.1 Introduction

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

Council's revenue sources include:

- Rates and charges
- Waste and garbage charges
- Grants from other levels of government
- Statutory fees and fines
- User fees
- Cash and non-cash contributions from other parties (i.e. developers, community groups)
- Sale of assets.

Rates and charges are the most significant revenue source for Council, constituting approximately 79% of total revenue (2024-25 Budget). Operating grants contribute 3%, while 5% of revenue is generated through user fees and charges. Statutory fines and charges account for 6% of income.

The introduction of rate capping under the Victorian Government's Fair Go Rates System (FGRS) has brought a renewed focus on Council's long-term financial sustainability. The FGRS continues to restrict Council's ability to raise revenue above the rate cap unless an application is made to the Essential Services Commission (ESC) for a variation. Maintaining service delivery levels and investing in community assets remain key priorities for Council.

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 the Victorian Government statute and are commonly known as regulatory fees. In these cases, Council usually has no control over service pricing. However, in relation to other services, Council has the ability to set a fee or charge and will set that fee based on the principles outlined in this Revenue and Rating Plan.

Council revenue can also be adversely affected by changes to funding from other levels of government. Some grants are tied to the delivery of Council services, whilst 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.

1.2 Themes and strategic objectives of the Boroondara Community Plan

The Revenue and Rating Plan is required to meet the objectives set out in the Boroondara Community Plan (BCP), incorporating the 10-year Community Vision, Council Plan 2021-25 and Municipal Public Health and Wellbeing Plan 2021-25. Council needs to ensure the plan it adopts is capable of raising sufficient income to deliver the following themes set out in the BCP:

- Community, Services and Facilities
- Parks and Green Spaces
- The Environment
- Neighbourhood Character and Heritage
- Moving Around
- Local Economy
- Leadership and Governance

1.3 Community engagement

Deliberative community engagement is not prescribed for a Revenue and Rating Plan in either the *Local Government Act 2020*, or the Local Government (Planning and Reporting) Regulations 2020. However, community engagement will be undertaken on Council's Revenue and Rating Plan in accordance with Council's Community Engagement Policy 2021-2026.

2 Rates and charges

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

The purpose of the plan is therefore to consider the available rating options under the *Local Government Act 1989*, and how Council's choices in applying these options contribute towards meeting an equitable rating strategy.

It is important to highlight that this plan has a different focus compared to the Long-Term Financial Plan or Annual Budget. In these latter documents the key concern is the quantum of rates required to be raised for Council to deliver the services and capital expenditure required. In this plan, the focus instead is on how the obligation to pay this quantum will be equitably distributed amongst Council's ratepayers.

Rates and charges are an important source of revenue, accounting for over 79% of operating revenue received by Council. The collection of rates is an important factor in funding Council services.

Planning for future rate increases is therefore an essential component of the long-term financial planning process and plays a significant role in funding both additional service delivery and the increasing costs related to providing Council services.

Council is aware of the balance between rate revenue (as an important income source) and community sensitivity to rate increases. With the introduction of the Victorian 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.

2.1 Rating legislation

The legislative framework set out in the *Local Government Act 1989* determines Council's ability to develop a rating system.

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 is 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:

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

When selecting a valuation base, Council needs to determine if it wishes 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). Should Council choose the former, it must, under the LGA 1989, adopt either the capital improved valuation or net annual value method of rating.

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.*

This plan outlines the principles and strategic framework Council will utilise in calculating and distributing the rating burden to property owners, however, the quantum of rate revenue will be determined in Council's Annual Budget.

In 2019 the Victorian Government initiated a comprehensive review of the local government rating system, culminating in the Local Government Rating System Review Panel's final report in March 2020. The Victorian Government responded to this report in December 2020, endorsing 36 of the 56 recommendations either fully, partially, or in principle. Key reforms include enhanced support for ratepayers facing financial hardship and improved system transparency. As of March 2025, while several recommendations have been adopted, others are still under consideration, with specific timelines for full implementation yet to be announced. Council's Plan complies with those recommendations adopted by the state government.

2.2 Equity

Having determined that Council must review its rating strategy in terms of the equitable imposition of rates and charges, determining how to define what is in fact equitable is a more vexed question.

In considering equitable rating approaches, Council needs to have regard to the principles of taxation which are:

- **Equity:** does the tax burden fall appropriately across different classes of ratepayers?

  - **Benefit principle:** where the distribution of benefits is not uniform, should those who benefit more contribute more?
  - **Capacity to pay:** are those ratepayers with greater economic capacity in fact contributing more?
- **Simplicity**
  - Is the system practical and cost effective to administer and enforce? Is the system simple to understand and comply with?
- **Efficiency:** does the rating methodology significantly distort property ownership and development decisions in a way that results in significant efficiency costs?
- **Sustainability:** does the system generate sustainable, reliable revenues for Council and is it durable and flexible in changing conditions?
- **Cross-border competitiveness:** to what extent does the rating system undermine the competitiveness of Council as a place to live and/or own a property or operate a business?
- **Competitive neutrality:** are all businesses conducting similar activities treated in similar ways within the municipality?

Simultaneously applying all of these criteria it is imperative to ensure a balanced approach as possible. The rating challenge for Council therefore is to determine the appropriate balancing of competing considerations.

2.3 Declaring rates and charges

Section 158 of the *Local Government Act 1989* (the Act) provides that Council must at least once in respect of each financial year declare by 30 June the following for that year:

a) The amount which Council intends to raise by way of general rates, municipal charges, service rates and service charges.
b) Whether the general rates will be raised by application of:
   i. A uniform rate, or
   ii. Differential rates (if Council is permitted to do so under Section 161(1))
   iii. Urban farm rates, farm rates or residential use rates (if Council is permitted to do so under Section 161A).

3 Understanding the current rating framework at Boroondara City Council

There are two key platforms that have formed the basis of the current approach to rating at Boroondara City Council:

1. That rates will continue to be based principally on an ad-valorem basis (i.e. based on the capital improved valuation) of the various properties with fixed charges for waste collection to be applied.

2. That Council will continue to apply a uniform rate against all property classes. Whilst many councils have differential rates for commercial properties, in Boroondara the low proportion and average Capital Improved Value (CIV) of commercial properties remains too low to provide meaningful financial benefits to residential ratepayers under any valuation scenario.

   However, Council acknowledges that economic conditions, community attitudes and property values may change over time. Therefore, the application of differential rates will be reviewed annually as part of the budget process to ensure that Council's rating structure remains fair, equitable, and aligned with community needs.

Table 1 - Current rating framework

Rating option/ LG Act reference	Description	Comments
General rate S158	A general rate is applied to all properties and can be set as either a uniform rate or a number of differential rates.	
Uniform rate S160	A uniform rate is a single rate in the dollar that is applied to the value of all properties in the municipality.	Boroondara currently applies a uniform rate. The application of differential rates will be reviewed annually as part of the budget process. Refer 3.2 above.
Differential rates S161	Differential rates are different rates in the dollar that are applied to different classes of properties and are permitted if the Council uses Capital Improved Value as the rating valuation base. The Act allows the use of differential rates if the Council considers that this will contribute to the equitable and efficient carrying out of its functions.	Boroondara currently does not apply differential rates. The application of differential rates will be reviewed annually as part of the budget process. Refer 3.2 above.

Rating option/ LG Act reference	Description	Comments
Municipal charge S159	A municipal charge to cover some of the administrative costs of the Council. This is a flat-rate charge applied to all properties.	Boroondara does not levy a municipal charge. The application of a municipal charge will be reviewed annually as part of the budget process.
Service rates and charges S162	Service rates or annual service charges (or a combination of both) can be levied for provision of a water supply, collection and disposal or waste, and sewerage services.	Boroondara levies a service charge to all residential property and businesses that elect to use Council's waste service. As part of the service charge an environmental levy for certain properties is levied as a contribution to waste and rubbish collection from public spaces for: • residential properties required to service their own refuse disposal as a condition of a planning permit commercial properties that use their own waste service.
Incentives for prompt payment S168	Council may declare that incentives will be given by it for the payment of rates and charges, in full, before the due date.	An early payment rate discount of 2.0% is provided to rate payments made in full by 28 August. The application of a discount will be reviewed annually as part of the budget process.
Rebates and concessions S169	The Act allows councils to grant a rebate or concession in relation to any rate or charge to assist the	Boroondara does not provide rebates or concessions under this section of the Act.

Rating option/ LG Act reference	Description	Comments
	proper development of all or part of the municipal district, preserve buildings or places that are of historical or environmental interest, or to restore or maintain buildings or places of historical, environmental, architectural or scientific importance.	
Special rates and charges S163	A special rate or charge may be declared for purposes of: • defraying any expenses, or • repaying with interest any advance made or debt incurred or loan raised by Council.	Boroondara levies special rates and charges for promotional and marketing activities to assist retail associations. Currently there are seven special rates schemes for Ashburton, Glenferrie, Camberwell, Greythorn, Maling, Kew Junction and Burwood Shopping Centres.
Cultural and Recreational Lands Act 1963	The *Cultural and Recreational Lands Act 1963* (CRLA) requires a council to levy rate equivalent amounts in lieu of rates in respect of any “recreational lands” which would otherwise be rateable land under the Act.	Council will declare rate equivalent amounts calculated by having regard to the services provided to eligible CRL properties and the benefit to the community derived from them, at the times and in the manner prescribed by the CRLA.

3.1 Determining which valuation base to use

The *Local Government Act 1989* and the *Valuation of Land Act 1960* are the principle Acts in determining property valuations. The purpose of this section is to outline the different methods that Council can utilise to value land and the issues that Council must consider in making its decision on the valuation method.

Under section 157 (1) of the *Local Government Act 1989*, Council has three options as to the valuation base it elects to use. They are:

1. **Capital Improved Value (CIV)** – value of land and improvements upon the land;
2. **Site Value (SV)** – value of land only;
3. **Net Annual Value (NAV)** – rental valuation based on Capital improvement Value (CIV). For residential and farm properties, NAV is calculated at 5 per cent of the CIV. For commercial properties NAV is calculated as the greater of the estimated annual rental value or 5 per cent of the CIV.

Capital Improved Value (CIV)

Capital Improved Value is the most commonly used valuation base by Victorian 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.

For CIV, business properties are valued primarily by the capitalisation method of valuation. This method of valuation is the industry standard for assessing the value of business properties and has as its base sale price and market rent of the property.

Advantages of using 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 SV and NAV.
- With the frequency of valuations now conducted annually (previously two year intervals) the market values are more predictable. This 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 councils 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 councils 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.

Site Value (SV)

There are no Victorian councils that use this valuation base. With valuations based simply on the valuation of land and with only very limited ability to apply differential rates, the implementation of SV would cause a massive shift in rate burden from the industrial/commercial sectors onto the residential sector.

There would be further rating distribution movements away from modern townhouse style developments on relatively small land parcels to older established homes on the more typical quarter acre residential block.

In many ways it is difficult to see an equity argument being served by the implementation of SV in Boroondara City Council.

Advantages of using SV

- There is a perception that under SV, 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 SV

- 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 by the use of site value.
- SV will reduce Council's rating flexibility and options to deal with any rating inequities due to the removal of the ability to levy differential rates.
- The 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.

Net Annual Value (NAV)

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

In contrast to the treatment of residential and 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.

Summary

City of Boroondara will apply Capital Improved Valuation (CIV) as the valuation base for the following reasons:

- CIV is considered to be the closest approximation to an equitable basis for distribution of the rating burden.
- CIV provides Council with the option to levy a full range of differential rates if required. Limited differential rating is available under the other rating bases.
- It should be noted that most of the 79 Victorian Councils apply CIV as their rating base and as such, it has a wider community acceptance and understanding than the other rating bases.

All three types of valuation method have a common basis in that rates are based on the property value which may not necessarily reflect the annual income of the ratepayer for example pensioners and low income earners.

Strategy recommendation
City of Boroondara will continue to apply Capital Improved Valuation (CIV) as the valuation methodology to levy Council rates.

3.2 Property valuations

The *Valuation of Land Act 1960* is the principle legislation in determining property valuations. Under the *Valuation of Land Act 1960*, the Victorian Valuer-General conducts property valuations on an annual basis. Boroondara City Council applies a Capital Improved Value (CIV) to all properties within the municipality to take into account the full development value of the property. This basis of valuation takes into account the total market value of the land including buildings and other improvements.

The value of land is always derived by the principal of valuing land for its highest and best use at the relevant time of valuation.

3.3 No windfall gain

There is a common misconception that if a property's valuation rises then Council receives a "windfall gain" with additional income. This is not so as the revaluation process results in a redistribution of the rate levied across all properties in the municipality. Any increase to total valuations of the municipality is offset by a reduction to the rate in dollar used to calculate the rate for each property.

3.4 How does this affect my rates?

The general revaluation process enables Council to re-apportion the rate income across the municipality in accordance with movements in property value. Properties which have increased in value by more than the average will receive a rate increase of more than the headline rate. Properties with an increase in value less than the average will receive a rate increase less than the headline rate.

Strategy recommendation
That the City of Boroondara monitors the effect on rates of geographical and property type valuations over time.

4 Determining the rating system - uniform or differential

Council may apply a uniform rate or differential rates to address the needs of the Council. They are quite different in application and have different administrative and appeal mechanisms that need to be taken into account.

4.1 Uniform rate

Section 160 of the Act stipulates that if a council declares that general rates will be raised by the application of a uniform rate, the council must specify a percentage as the uniform rate. Rates will be determined by multiplying that percentage by the value of the land.

City of Boroondara, since its inception, has adopted uniform rating as it considers that uniform rating contributes to the equitable distribution of the rates levied. Boroondara is largely a residential area with a relatively small proportion of rateable land used for non-residential purposes.

However, Council acknowledges that economic conditions, community attitudes and property values may change over time. Therefore, the application of differential rates will be reviewed annually as part of the budget process to ensure that Council’s rating structure remains fair, equitable, and aligned with community needs.

4.2 Differential rate

Differential rating allows Council to shift part of the rates levied from some groups of ratepayers to others, through different "rates in the dollar" for each class of property.

Under the *Local Government Act 1989* (S161), Council is entitled to apply differential rates provided it uses CIV as its base for rating. The maximum differential allowed is no more than four times the lowest differential.

Ministerial Guidelines released in April 2013 state that:

It is **not appropriate** to declare a differential rate that is defined narrowly and applied specifically or exclusively to the following types and classes of land:

- electronic gaming machine venues or casinos
- liquor licensed venues or liquor outlet premises
- business premises defined whole or in part by hours of trade
- fast food franchises or premises
- tree plantations in the farming and rural activity zones, and
- land within the Urban Growth Zone without an approved Precinct Structure Plan in place.

As per these *Ministerial Guidelines* above Boroondara has considered differentials for retirement villages in previous strategies however as a whole there is little to differentiate these complexes apart from other medium density residential development.

Council has always considered that a uniform rate is the most equitable method of apportioning rates across the municipality based on capital improved valuation of properties, irrespective of property type including retirement villages.

As indicated above, Council acknowledges that economic conditions, community attitudes and property values may change over time. Therefore, the application of differential rates will be reviewed annually as part of the budget process to ensure that Council's rating structure remains fair, equitable, and aligned with community needs.

Disadvantages of differential rating

The disadvantages of utilising a differential rating system summarised below 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 vacant land, however it may be difficult to prove whether the differential rate achieves those objectives.

Strategy recommendation
That the City of Boroondara continues to apply uniform rating as its rating system. The application of differential rates will be reviewed annually as part of the budget process to ensure that Council's rating structure remains fair, equitable, and aligned with community needs.

5 Other types of charges

5.1 Special rates and charges

Special rates and charges are covered under Section 163 of the *Local Government Act 1989*, which enables Council to declare a special rate or charge or a combination of both for the purposes of:

- Defraying any expenses, or
- Repaying (with interest) any advance made or debt incurred or loan raised by Council.

Or where Council considers that the performance of the function or the exercise of the power is or will be of special benefit to the persons required to pay the special rate or special charge.

There are detailed procedural and statutory requirements Council needs to follow to introduce a special rate or charge, including how Council can apply funds derived from this source.

Section 185 of the Act provides appeal rights to the Victorian Civil and Administrative Tribunal (Tribunal) in relation to the imposition of a special rate or charge. The Tribunal has wide powers, which could affect the viability of the special rate or charge scheme.

At Boroondara special rates and charges are raised at the request of Traders Associations in seven of the major shopping centres across the City. The funds raised are transferred to the Trader Associations in full upon receipt of evidence that marketing and other programs have been undertaken for the collective benefit of all traders in each scheme.

It is recommended that Council utilises special rates and charges only in the instances outlined below.

Strategy recommendation
That Council uses special rates and charges for raising funds such as trader association marketing and promotion schemes.

5.2 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 about 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 total of the council's total revenue from the municipal charge and the revenue from general rates (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.

A municipal charge is seen to be a regressive tax as its application would result in lower valued properties paying higher overall rates and charges than they do with uniform rates applicable to all properties.

Council acknowledges that economic conditions, cost pressures and community expectations may change over time. As such, the application of a municipal charge will be reviewed annually as part of the budget process to ensure that the overall rating structure remains fair, equitable and responsive to community needs.

For this reason, this strategy recommends that Council continue to not apply a municipal charge.

Strategy recommendation

That the City of Boroondara not utilise a Municipal Charge as part of its Rating Strategy. The application of a Municipal Charge be reviewed annually as part of the budget process to ensure the rating structure remains equitable and responsive to community needs.

5.3 Service rates and charges

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

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

Boroondara currently applies a service charge for the collection and disposal of refuse. Council retains the objective of setting the service charge for waste at a level that fully recovers the cost of the waste function. Further information is provided under Section 7.

The current structure of the waste charge allows users of the service to select the cost of the service through choosing between the three bin sizes subject to conditions which determine eligibility for 240 litre domestic refuse bins.

In addition, Council charges an environmental levy as part of the waste charge and:

- Residents of apartments that through the terms of the planning permit supply their own waste collection service.
- Commercial properties that use their own waste collection service.

This ensures that all residents contribute toward waste management in public places.

The advantage of a separate waste charge is that it is readily understood and accepted by residents as a fee for a direct service that they receive. It further provides equity in the rating system in that all residents who receive exactly the same service level all pay an equivalent amount.

Should Council elect not to have a waste service charge, this same amount would be required to be raised by way of an increased general rate – meaning that residents in higher valued properties would pay substantially more for the waste service than lower valued properties.

The mix of having a fixed charge for waste services combined with valuation driven rates for the remainder of the rate invoice provides for a more balanced and equitable outcome.

Strategy recommendation
That the City of Boroondara continues to apply a waste service charge as part of its Rating Strategy based on full cost recovery of the waste function.

5.4 Victorian government levies

In recent years, the Victorian Government has increasingly utilised local councils to collect state taxes through Council's rate notice.

Landfill Levy: Currently, councils collect this levy from ratepayers (included in Boroondara's waste charge) and remit it to landfill operators, who then pass it on to the Victorian Government.

Fire Services Property Levy (FSPL): Enacted in 2013, replacing the previous system of funding fire services through insurance premiums, the FSPL funds services provided by the Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA). Councils collect this levy from ratepayers and pass it to the Victorian Government quarterly. Notably, this levy is excluded from the rate cap, with increases determined at the Victorian Government's discretion.

Transition to the Emergency Services and Volunteers Fund (ESVF)

Starting 1 July 2025, the FSPL is proposed to be replaced by the Emergency Services and Volunteers Fund (ESVF). This new levy aims to provide more comprehensive support for emergency services and volunteer organisations.

Key aspects of the ESVF include:

- Increased Levy Amounts: The ESVF is expected to nearly double the existing FSPL.
- Collection and Administration: Councils will continue to be responsible for collecting the levy on behalf of the Victorian Government. However, there are concerns about the administrative burden and potential backlash from ratepayers.
- Exclusions from Rate Cap: Similar to the FSPL, the ESVF will not be included in the rate cap, and any increases will be at the discretion of the Victorian Government.

These developments reflect an ongoing trend of utilising local councils to collect state-imposed levies, impacting both the administrative processes of councils and the financial obligations of ratepayers.

Strategy recommendation
It is recommended from a rating policy outcome that Council adopt the following view:

a) That the Victorian Government taxes are best collected by the Victorian Government using its own available resources such as the State Revenue Office.
b) That in the event that Council is required to collect such Victorian Government taxes that these taxes be clearly identified as state charges.

That the Victorian Government fully reimburse local government for the cost of collecting state taxes, including any administrative charges incurred in the process.

5.5 Cultural and Recreational Lands (CRL)

The *Cultural and Recreational Lands Act 1963* (CRLA) provides that an amount be payable in lieu of rates in each year in respect of any “recreational lands” which would otherwise be rateable land under the Act.

Section 2 of the CRLA relevantly defines "recreational lands" (i.e. CRL properties) as lands which are:

- vested in or occupied by any body corporate or unincorporated body which exists for the purpose of providing or promoting cultural or sporting recreational or similar facilities or objectives and which applies its profits in promoting its objects and prohibits the payment of any dividend or amount to its members; and
- used for outdoor sporting recreational or cultural purposes or similar outdoor activities; or
- used primarily as agricultural showgrounds

Under the CRLA, provision is made for a council to effectively grant a rating concession to the holder of any “recreational lands” which meet the test of being “rateable land” under the Act. At the time of adopting the Plan there are 5 properties which are “recreational lands” under the CRLA, being:

1. Melbourne Cricket Club Foundation Ltd - 37-41 Glen Street, Hawthorn, Vic, 3122
2. Kew Golf Club - 120B Belford Road Kew East, Vic, 3102
3. Auburn Bowls Club Inc. - 2B Munro Street, Hawthorn East, Vic, 3123
4. Green Acres Golf Club - 51 Elm Grove, Kew East, Vic, 3102
5. Grace Park Hawthorn Club - 2 Hilda Crescent, Hawthorn, Vic, 3122

Council remains open to considering whether other properties in its municipal district are eligible CRL properties and will assess those other properties as and when the need arises.

Determining eligibility and charge

Council will declare the rate equivalent amount for properties which have been identified as CRL properties” in accordance with Section 4 of the CRLA. The CRLA provides that “an amount be payable in lieu of rates in each year being such amount as the municipal council thinks reasonable having regard to the services provided in relation to such lands and having regard to the benefit to the community derived from such recreational lands”.

Services provided to CRL properties The types of “Services provided to the land”. Unlike most other properties, CRL properties do not benefit from some of the services provided by the council. A review of Council services has been conducted to assess the type of services currently being ‘used’ by the CRL properties and it would be reasonable to assume that the following services provided to them are very similar or common:

- Road and drainage maintenance;
- Street lighting;
- Street signage;
- Car park/off street car parking.

Community benefits provided by CRL properties

The amount of the “Community Benefit provided by the land”. In response to surveys/questionnaires returned by eligible properties, Council has identified the following potential community benefits:

- Social interaction;
- Sporting programs;
- Coaching opportunities;
- Cultural promotion;
- Environmental benefits;
- Subsidised entry fees;
- Provision of premises;
- Charitable donations;
- Employment opportunities;
- Community development/meeting places.

Whilst the eligible properties clearly provide a benefit to the community, quantifying the level of benefit can be complicated. These organisations own and exclusively occupy valuable parcels of land, some with substantial improvements, and if rated normally, would be liable for a significant rate burden relative to the activity carried out. The exclusive occupation of CRL properties also restricts, at least to an extent, the accessibility of these CRL properties for the broader community.

Equally, activities undertaken by some of these organisations complement the broader range of community facilities provided by Boroondara for the community. They can often add to the aesthetic values of Boroondara and contribute to the character and natural environment.

Assessment of golf clubs and other CRL properties

It has been argued that golf clubs appear to provide a greater 'benefit' to the community than other eligible properties. This perception is probably a combination of larger memberships and because "benefit to the community" also could extend to preserving tracts of open space (although admittedly often not generally available, even for passive use).

All CRL properties will be liable to pay Fire Services Property Levy, or the future Emergency Services Volunteer Fund, and will be required to pay waste charges as and when they utilise Council's waste service.

Consultation and appeals

Written submissions about the calculation and determination of the rate equivalent amounts can be submitted by the owners of CRL properties. Property owners can also make verbal submissions to Council. The CRLA also provides for owners to appeal to the Minister, under Section 4(2) of the CRLA.

Strategy recommendation
It is recommended that Council declares a rate equivalent payment calculated by having regard to the services provided to the identified CRL properties and the benefit to the community derived from them, at the times and in the manner prescribed by the CRLA.

6 Collection and administration of rates and charges

6.1 Rate payment options

In accordance with S167(1) of the *Local Government Act 1989,* ratepayers have the option of paying rates and charges by 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

Other payment options include:

- Single lump sum payment of rates on 15 February (date set by the Minister of Local Government).
- Ratepayers can elect to have their bank account debited automatically monthly for rate payments.
- Residents may also elect to pay through 10 monthly instalments via direct debit if established by 28 August.

Where rates are not paid in full by the due instalment or lump sum payment date Council is authorised to charge penalty interest on outstanding amounts at the penalty interest rate which is set by the Victorian Government and reviewed annually. The penalty interest rate is currently set at 10%.

Boroondara also provides the option for payment in full by 31 August, in order to receive a 2.0% discount on rate payments under S168 of the *Local Government Act 1989.* The application of a discount will be reviewed annually as part of the budget process.

The application and level of discount will be reviewed annually in order to ensure it is:

- is provided at lower net cost to the community and,
- continues to assist Council's operations through receiving funds earlier in the year than would otherwise be the case.

These options for payment are amongst the widest available. For example, some councils have removed the single lump sum payment option in February and very few offer an early payment discount. These various options available at Boroondara provide a satisfactory level of collection of rates across the financial year and hence assist Council to maintain its cash flow.

Strategy recommendation
That the City of Boroondara continues to provide the current range of rate payment options in future years; including a discount for early payment of rates in full, with the discount to be reassessed annually through the budget process.

6.2 Pensioner rebates

Holders of a Centrelink or Veteran Affairs Pension Concession card or a Veteran Affairs Gold card which stipulates TPI or War Widow, may claim a rebate on their sole or principal place of residence.

Upon initial application, ongoing eligibility is maintained, unless rejected by Centrelink or the Department of Veteran Affairs during the annual verification procedure. Upon confirmation of an eligible pensioner concession status, the pensioner rebate is deducted from the rate account before payment is required by the ratepayer.

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

The Victorian Government-funded rebate provided under the Municipal Rates Concession Scheme was 50% reduction on Council rates up to a yearly maximum of $259.50 for 2024-25.

6.3 Calculation of interest

Interest is charged on overdue rates and charges in accordance with Section 172 of the *Local Government Act 1989*, namely:

a) On the lump sum payment option as if the rates and charges were being paid by the four instalments option;
b) On the four instalment payment option after the date the lump sum payment for that financial year is due;
c) The interest is calculated at the rate fixed under section 2 of the *Penalty Interest Rates Act 1983*;
d) The penalty interest rate applied to rates and charges debts of those ratepayers eligible for the pensioner rate rebate be determined each year during Council's Annual Budget process.

6.4 Rates and Charges Deferment and Financial Hardship Policy

Council recognises managing financial hardship is a shared responsibility. Sections 170, 171 and 171A of the *Local Government Act 1989* give Council the power to defer and/or waive in whole or part the payment of rates and charges if Council determines the enforcement of the requirement to pay would cause hardship to the ratepayer.

Council has a Rates and Charges Deferment and Financial Hardship Policy in place to provide assistance to ratepayers experiencing difficulty in paying their rates and charges. The policy is to enable a person liable for rates and charges and experiencing hardship, to make application to Council for assistance relating to rates and charges levied on a property under the *Local Government Act 1989*.

The Policy also provides Council officers a framework to provide financial relief to ratepayers who need assistance and to ensure all applications are treated consistently, sensitively and confidentially while ensuring other ratepayers are not disadvantaged by the granting of inappropriate relief from Council.

Boroondara's Rates and Charges Deferment and Financial Hardship Policy establishes Council policy in relation to:

- Management of the payment of rates and charges by special arrangement;
- Applications to defer payment of rates and charges;
- Applications to have rates and charges waived; and
- Levying of penalty interest on outstanding rates and charges.

The application of fairness as a principle also applies to recognising the impact of unpaid rates on those who have paid their rates in full.

The timely collection of rates and charges ensures adequate revenue for the provision of council services and planned capital works projects provided by Council for the community.

6.5 Debt recovery

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

In the event that an account becomes overdue, Council will issue an overdue reminder notice which will include accrued penalty interest. Other than the annual valuation and rate notice, at least four reminder notices are issued before considering legal action. In the event that the account remains unpaid, Council may take legal action without further notice to recover the overdue amount. All fees and court costs incurred will be recoverable from the ratepayer.

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

Ministerial guidelines and legislative amendments

The *Local Government Act 1989* empowers the Minister for Local Government to issue Ministerial Guidelines relating to the payment of rates and charges. As of September 2023, draft guidelines have been released for public consultation, aiming to promote greater consistency in financial hardship policies across councils. These draft guidelines emphasise the importance of councils adopting fair and consistent approaches when dealing with ratepayers facing financial difficulties, encouraging proactive engagement to establish flexible payment arrangements and consideration of individual circumstances before initiating legal action.

Additionally, amendments to the *Local Government Act 2020* have impacted councils' rating and debt recovery powers. Notably, there are now provisions for the Minister to prescribe more flexible payment plans as a means for councils to recover unpaid rates and charges, in addition to the four instalments for payment currently mandated. The Minister is also empowered to set capped interest rates for unpaid rates and charges.

Council is committed to aligning its debt recovery practices with these legislative amendments and the forthcoming Ministerial Guidelines once finalised, ensuring that all actions are conducted fairly, transparently, and with due consideration of ratepayers' circumstances.

Strategy recommendation
That the City of Boroondara continues to maintain the rates arrangements, deferral and waiver procedures as documented in the Rates Deferment and Financial Hardship Policy and align its debt recovery practices with legislative amendments and the forthcoming Ministerial Guidelines once finalised.

7 Non-rateable land

Under the *Local Government Act 1989*, certain categories of land are exempt from the payment of general rates. These exemptions are designed to recognise the public benefit or charitable nature of the services provided on such land, and reflect broader government policy and legal principles.

7.1 What is non-rateable land?

Non-rateable land is land that is exempt from general rates under section 154(2) of the Act. These exemptions include, but are not limited to, the following categories:

- Land used exclusively for charitable purposes (e.g. aged care, crisis accommodation, community welfare)
- Land used for religious worship or purposes directly connected with religious activities
- Land used for education, including registered schools and universities
- Land owned by the Crown or held in trust for public purposes (e.g. government buildings, public parks)
- Land used by public hospitals
- Land held by public authorities for non-commercial use

These exemptions do not apply to all charges or levies, and some non-rateable land may still incur waste service charges or the Fire Services Property Levy (FSPL) or the proposed Emergency Services and Volunteers Fund (ESVF).

7.2 Non-rateable land in Boroondara

As of 2024-25, Boroondara has approximately 794 assessments classified as non-rateable under the Act. These properties have a total capital improved value (CIV) of approximately $5.35 billion.

If general rates were levied on these properties, the total rate revenue that would be raised is estimated to be approximately $6.87 million. This foregone revenue represents a significant portion of the potential rating base and highlights the importance of ensuring equity among remaining ratepayers.

7.3 Ongoing review

Council reviews the non-rateable status of land on a regular basis to ensure properties are appropriately classified. In some cases, properties may be partially rateable depending on how land is used. Council is committed to applying exemptions fairly, consistently and in accordance with the law.

8 Other revenue

8.1 User fees and charges

The City of Boroondara provides a wide range of services, for which users pay a fee or charge which covers at least part of the cost of supply. The level of some fees and charges are statutorily set, however many are at the discretion of Council. Legislation provides for local governments to levy fees and charges.

Sound financial management of community service delivery requires fees and charges to reflect the cost of providing a service of a particular quality, moderated by considerations of affordability, accessibility and equity, as well as community expectations and values.

Council's financial resources are limited. The majority of Council's revenue comes from rates, with 5% of income raised through user fees and charges and 6.4% through statutory fines and charges. Although a relatively small proportion; fees and charges are an important source of income and increasingly so in a rate-capped environment.

Examples of user fees and charges include:

- Kindergarten central registration and enrolment fees
- Meeting or facility room hire
- Equipment hire fees
- Waste management fees
- Active ageing service fees

Services funded by fees and charges provide enhanced community wellbeing. Council’s Financial Strategy Principle on the Pricing of Services requires that fees and charges for services be set having regard to specific policies in applicable areas of Council, whilst incorporating cost recovery principles and marketplace competition.

Council's Pricing Policy and internal guide to reviewing fees at Boroondara, ensures that fees are set in line with community support objectives in mind. When setting fees and charges factors considered include the users capacity to pay, equity in the subsidisation of services, community service obligations, statutory or service agreement limitations and results of benchmarking of similar services.

Where higher or lower than budget parameter fee increases are proposed, benchmarking of other council or competitor fees for the same service may be undertaken for consideration by Councillors as part of the annual budget process.

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

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

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

A. Market pricing
B. Full cost recovery pricing
C. Accessible pricing (subsidised pricing)
D. Disincentive pricing.

The following pages describe each applicable pricing principle that is to be applied in each circumstance.

Market pricing (A)

This includes services that provide discretionary activities not mandated by legislation or agency agreements. These activities may provide revenue support and complement other social policy actions.

Ideally, the price should achieve full cost recovery and be at a level similar to those charged in the market as a whole. If a price less than full cost recovery is contemplated, Council may consider a review of whether it should provide the service, or whether there is a community service obligation that warrants a public interest test.

Council is required to price services that compete in the open market on a 'level playing field' basis and to make any decision to depart from a commercial basis for pricing of services transparent. Any Council service that competes in the open market may be subject to competitive neutrality requirements if it is a significant business activity as determined by market share or sales volume.

Full cost recovery pricing (B)

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

Example of full cost recovery

PRICE = DIRECT COSTS + OVERHEAD COSTS

For an example, the net costs of waste management and associated services are fully recovered by Council through the waste management charges.

In 2017, Council adopted a revised Waste Minimisation and Recycling Strategy. The key objectives of this strategy are to reduce the amount of waste deposited at landfills maximising recycling and achieve sustainable environmental outcomes by providing best practice services to the Boroondara community. An implementation plan has been developed setting out actions, priorities and resources required.

Costs considered in waste charges are waste to landfill (inclusive of taxes and levies), food organics and green organics waste service, the recycling service, hard-waste collection, operation of the Riversdale Road Transfer Station, Clayton Landfill, delivery of street sweeping services, public place waste and recycling services, and provision of waste collection in public parks, gardens, sportsgrounds and community buildings, bin renewal requirements, disposal of electronic waste and waste management resources and overheads. Waste bin fees and transfer station tipping fees have been set to recover the full costs of all of these services.

Accessible pricing (subsidised pricing) (C)

Accessible pricing (C) is where Council subsidises a service by not passing the full cost of that service onto the customer. Subsidies may range from full subsidies (i.e. 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 Australian and Victorian funding programs. Full Council subsidy pricing and partial cost pricing should always be based on knowledge of the full cost of providing a service.

Disincentive pricing (D)

Council may have an applicable policy objective that supports disincentive pricing and performs the role to regulate and restrict certain behaviour.

As per the Victorian Auditor General's Office report "Fees and charges – cost recovery by local government" recommendations, Council has developed the Pricing Policy to help guide the fair and equitable setting of prices.

The policy 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.

8.2 Statutory maximum or non-discretionary pricing

Where fees are set by Victorian Government statute (Statutory Fees); Council has no ability to alter the fee. These fees are fixed and result in a growing cost to the general ratepayer to provide services as the level of cost recovery is diminished over time. Fees will be amended in line with any increases should one be determined by Victorian Government over the course of the year.

Examples of statutory fees and fines include:

- Infringements and fines
- Planning and subdivision fees
- Building and inspection fees
- 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 determine the fines payable for various offences. For instance, the fine for selling a tobacco product to a person aged under 18 is based on a specified number of penalty units.

As of 1 July 2024 to 30 June 2025, one penalty unit is valued at $197.59. This value is adjusted annually on 1 July to account for inflation.

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 may require payment based on a specified number of fee units.

From 1 July 2024 to 30 June 2025, one fee unit is valued at $16.33. Similar to penalty units, the value of a fee unit is subject to annual indexation to reflect inflationary changes.

Calculation of fees and penalties

To determine the monetary amount of a fine or fee, multiply the number of units assigned to the offence or service by the current value of the respective unit. The resulting amount is then rounded to the nearest dollar.

These mechanisms ensure that fines and fees maintain their value over time in line with economic conditions.

8.3 Grants

Grant revenue represents income usually received from other levels of government, such as the Federal Assistance Grants via the Victorian Local Government Grants Commission (VLGGC). 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.

In the 2024-25 Adopted Budget government grants totalled $10.49 million, all but $3.40 million are tied grants which require Boroondara to perform a service on behalf of the Victorian or Australian government. In most cases the tied grants do not adequately fund the service provided and additional rate revenue is required to subsidise these services. This is known as cost shifting to local government and is widely recognised across the sector as a major issue.

Boroondara does not benefit from untied grants to the same extent as most other local governments in Victoria. Many grants are adjusted by Victorian and Australian Governments on the basis of capacity to pay and other socio-economic factors and therefore Boroondara is one of the lowest recipients with grant income equivalent to $25.60 per resident in Boroondara (Source Victorian Local Government Grants Commission - 2024-25 Financial Assistance Grants, Individual Council Report).

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 the 10-year 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.

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.

8.4 Contributions

Contributions represent funds received by Council, usually from non-government sources, and are usually linked to projects. Contributions can be made to Council in the form of either cash payments or asset hand-overs.

Examples of contributions include:

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

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

8.5 Sale of assets

The sale of assets will be considered in line with Council's Financial Strategy Principle ***"Property Holdings Principle" -*** *Council will manage, acquire and dispose of property in the best interest of the Boroondara community. Council recognises the importance of property holdings over the long term to community wellbeing*.

Assets will only be considered for disposal where there is no clear council or community need for that asset in the foreseeable future. All property considered for disposal will undergo a thorough evaluation based on both financial and community benefit factors. Open space will not be sold unless replaced by areas of equal size and/or value. Any proceeds derived from property realisation will be directed towards funding land acquisition, new/upgrade capital works or debt reduction and will not be used to fund operating expenditure. Council will not necessarily hold property that has no current or future identified purpose, or if that purpose can be met more effectively in other ways.

Existing holdings or strategic acquisitions must meet existing needs, new identified needs or adopted strategies. To enhance community benefit opportunities for the alternative use of property (including asset realisation) will be investigated.

Regular reviews of asset holdings will be conducted to identify opportunities for asset realisation. Asset Management plans, asset usage, land use planning documents and community benefit will be considerations in such reviews.

8.6 Other income - leasing and licensing

Council provides a range of assets for use by the public, community groups and other organisations to meet its mission providing services, facilities, support and advocacy to enable our community to further its sense of place and connection.

Sources of income may be received from leasing and licensing arrangements managed through the Leasing and Licensing Policy. The policy applies to all Council managed assets, including Council owned, Crown Land (where Council is the appointed Committee of Management) and any other land Council has control over, where an occupancy agreement is to be offered to a community group or other organisation. The Leasing and Licensing Policy outlines what occupancy agreements are covered.

8.7 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 Treasury Policy, which seeks to earn the best return on funds, whilst minimising risk.

9 Accountabilities

For all queries or feedback regarding the Revenue and Rating Plan, please contact the Chief Financial Office by emailing: boroondara@boroondara.vic.gov.au

9.1 Related documents

- *Cultural and Recreational Lands Act 1963*
- Council's Community Engagement Policy 2021-2026
- Council's Pricing Policy
- Council's Rates Deferment and Financial Hardship Policy 2021
- Council's Treasury Policy
- Council's Waste Minimisation and Recycling Strategy
- *Local Government Act 1989*
- *Local Government Act 2020*
- Local Government (Planning and Reporting) Regulations 2020

- Ministerial Guidelines for Differential Rating - April 2013
- *Penalty Interest Rates Act 1983*
- *Valuation of Land Act 1960*
- Valuation Best Practice Guide 2014
- Valuation Best Practice Specifications Guidelines 2020 and 2021