



Agenda

Ordinary Meeting of Council

Wednesday 23 June 2021 at 7:00pm

Via Videoconference (Zoom)

Distribution

Councillors

Cr Ross Ebbels – Mayor

Cr Susan Salter

Cr Donnie Grigau

Cr Fleur Hewitt

Cr Michael Grout

Officers

Martin Gill – Chief Executive Officer

Phillip Carruthers – General Manager Organisational Performance & Community Services

Johann Rajaratnam – General Manager Planning & Infrastructure

Connor Parker – Coordinator Community Engagement & Communications

Jackie Fletcher – Executive Assistant to the CEO, Mayor & Councillors

In accordance with the Borough of Queenscliffe Governance Rules, the information contained within this Agenda is for the confidential and privileged use of Councillors until at least 48 hours prior to this meeting.

THIS MATERIAL DOES NOT NECESSARILY REFLECT THE VIEWS OF COUNCIL



Council Vision

Inspired by the Borough's Latin motto, 'Statio Tutissima Nautis', that translates as "the safest anchorage for seafarers", our vision for the future is that:

The Borough remains a safe haven defined by its unique heritage, rich culture and significant natural environment. It is a special and restorative place for an involved and caring community and our visitors.

Council acknowledges the Traditional Owners of these lands, waters and skies, the Wadawurrung People. We acknowledge and respect their continuing connections to their Lands, Waters, Skies, Culture and the contribution they make to the life and spirit of our community. We pay respect to their past and present Elders and their emerging leaders, and extend this respect to all Aboriginal and Torres Strait Islander peoples.



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Appendices

Appendix	Title	Agenda Item	Distribution
Appendix 1	Minutes of the Audit & Risk Committee Meeting held on 7 June 2021	6.2 Audit & Risk Committee Meeting Minutes – 7 June 2021	Under separate cover
Appendix 2a	Borough of Queenscliffe Social Housing Plan	12.1 Draft Borough of Queenscliffe Social Housing Plan	Under separate cover
Appendix 2b	About Social Housing	12.1 Draft Borough of Queenscliffe Social Housing Plan	Under separate cover
Appendix 2c	Social Housing in the G21 Region	12.1 Draft Borough of Queenscliffe Social Housing Plan	Under separate cover
Appendix 2d	The G21 Region Social Housing Project	12.1 Draft Borough of Queenscliffe Social Housing Plan	Under separate cover



Appendix 3a	Borough of Queenscliffe Budget 2021/22	16.1 Budget 2021/22	Under separate cover
Appendix 3b	Public Submissions	16.1 Budget 2021/22	Under separate cover
Appendix 4	Borough of Queenscliffe Revenue and Rating Plan	16.2 Revenue & Rating Plan	Under separate cover
Appendix 5a	CONFIDENTIAL – Recommended Trade Services Panel – Preferred Tenderers	16.3 Provision of Trade Services Panel – Contract 2021/03	Under separate cover
Appendix 5b	CONFIDENTIAL – Tender Submissions Received	16.3 Provision of Trade Services Panel – Contract 2021/03	Under separate cover
Appendix 5c	CONFIDENTIAL – Evaluation of Contract 2021/03 Trade Services Panel	16.3 Provision of Trade Services Panel – Contract 2021/03	Under separate cover
Appendix 6a	CP031 Rates Assistance	16.4 Review of Council Policies	Under a separate cover
Appendix 6b	CP038 Waste Management	16.4 Review of Council Policies	Under a separate cover
Appendix 6c	CP041 Residential Vacant Land Rate	16.4 Review of Council Policies	Under a separate cover
Appendix 6d	CP048 COVID-19 Financial Hardship	16.4 Review of Council Policies	Under a separate cover



Appendix 6e	CP029 Use of Council Facilities	16.4 Review of Council Policies	Under a separate cover
Appendix 6f	CP026 Outsourcing (to be revoked)	16.4 Review of Council Policies	Under a separate cover
Appendix 7a	CP017 Risk Management	16.5 Risk Register and Review of Risk Management Policy	Under a separate cover
Appendix 7b	Borough of Queenscliffe Risk Register	16.5 Risk Register and Review of Risk Management Policy	Under a separate cover



1. OPENING OF MEETING

Council acknowledges the Traditional Owners of these lands, waters and skies, the Wadawurrung People. We acknowledge and respect their continuing connections to their Lands, Waters, Skies, Culture and the contribution they make to the life and spirit of our community. We pay respect to their past and present Elders and their emerging leaders, and extend this respect to all Aboriginal and Torres Strait Islander peoples.

The Meeting opened at:

2. PRESENT & APOLOGIES

Present:

Apologies:

3. PECUNIARY INTEREST & CONFLICT OF INTEREST DISCLOSURES

Councillors must disclose a conflict of interest in accordance with Section 130 of the Local Government Act 2020.

Councillors:

Officers:

Due to the current COVID-19 pandemic, for health and safety of our community this council meeting was closed to the public and made available via live streaming and for viewing via video (other than the confidential agenda items).

4. LEAVE OF ABSENCE OF COUNCILLOR

Nil



5. PUBLIC QUESTION TIME

5.1 Public Questions Status Update

No public questions outstanding.

5.2 Public Questions

In accordance with Council's Public Question Time Guidelines, questions must be written and received by the Chief Executive Officer prior to 3.00pm on the day of the Ordinary Council meeting. Questions received after this time will be treated as correspondence and a written response provided consistent with Council's Customer Service Charter. Questions can be lodged online via the Borough of Queenscliffe website, via email, via post or in person by completing a Public Question Time Form.

6. CONFIRMATION OF COUNCIL MEETING MINUTES

6.1 Ordinary Meeting of Council – 19 May 2021

A copy of the previous Minutes of the Ordinary Meeting of Council held on 19 May 2021 was distributed to Councillors under separate cover.

OFFICER RECOMMENDATION

That the Minutes of the Ordinary Meeting of Council of the Borough of Queenscliffe held on 19 May 2021, as distributed, be confirmed as an accurate record.

6.2 Audit & Risk Committee Meeting Minutes – 7 June 2021

A copy of the previous Minutes of the Audit and Risk Committee meeting held on 7 June 2021 was distributed to Councillors under separate cover (Appendix 1).

OFFICER RECOMMENDATION

That the Minutes of the Audit and Risk Committee Meeting held on 7 June 2021, as distributed, be confirmed as an accurate record.



7. RECORD OF ASSEMBLY OF COUNCILLORS

A Record of Assembly for the following Assemblies of Council are included at Adjunct to item 7:

- 18 May 2021 – Meeting with the PLCA
- 19 May 2021 – Assembly Meeting
- 2 June 2021 – Assembly Meeting
- 2 June 2021 – Budget Submissions Hearing
- 9 June 2021 – Assembly Meeting
- 16 June 2021 – Assembly Meeting

OFFICER RECOMMENDATION

That the Record of Assembly of Councillors, as presented in Adjunct to Item 7, be noted.



8. NOTICE OF MOTION

8.1 Notice of Motion Status Update

No Motions on Notice outstanding.

8.2 Motion on Notice

No Notices of Motion were received.

9. PETITIONS AND JOINT LETTERS

9.1 Petitions and Joint Letters

In accordance with the Borough of Queenscliffe Governance Rules, a petition or joint letter presented to the Council must lay on the table until the next ordinary meeting of the Council and no motion, other than to receive the petition or joint letter may be accepted by the Chairperson, unless the Council agrees to deal with it earlier.

None received



10. FUNCTIONS ATTENDED

Council was represented at the following meetings and functions between 14 May and 17 June 2021:

Date	Function Attended
14 May 2021	Queenscliff Music Festival Annual General Meeting (Cr Ebbels)
14 May 2021	Lunch with Minister Mary-Anne Thomas (CEO)
15 May 2021	Ministerial visit to Bellarine Railway Project (Cr Ebbels)
18 May 2021	Volunteer recognition evening (CEO, Crs Ebbels, Salter, Hewitt & Grout)
19 May 2021	Queenscliffe Hub Project Steering Committee (CEO & Cr Ebbels)
20 May 2021	Victorian Energy Collaboration Launch (CEO, Cr Ebbels & Cr Hewitt)
21 May 2021	MAV State Council Meeting (CEO & Cr Ebbels)
22 May 2021	Queenscliff Croquet Club Annual General Meeting (CEO)
25 May 2021	Men's shed meeting (Cr Grigau, Cr Grout)
26 May 2021	City Powers Partnership National Summit (Cr Grout)
26 May 2021	Boat Ramp drop in session (Cr Salter & Cr Grigau)
26 – 27 May 2021	Rural Councils Victoria Rural Summit (CEO & Cr Ebbels)
27 May 2021	Queenscliff Primary School Australia's Biggest Morning Tea (Cr Salter)
31 May 2021	Vision & Plan Workshop 1 via videoconference (Crs Hewitt, Ebbels, Salter, Grout)
1 June 2021	Vision & Plan Workshop 2 via videoconference (Crs Hewitt, Grout, Grigau)
1 June 2021	G21 Forum Meeting (Cr Ebbels)
3 June 2021	Geelong Community Solar Information Session via videoconference (Cr Hewitt)
3 June 2021	MAV Managing the CEO Cycle Training (Cr Ebbels)
4 June 2021	G21 Board Meeting (CEO & Cr Ebbels)
7 June 2021	Present to Australian Electrol Commission Hearing via Zoom (Cr Ebbels)
7 June 2021	Tourism Greater Geelong & the Bellarine Board Meeting (Cr Ebbels)



Date	Function Attended
7 June 2021	Vision & Plan Workshop 3 (Crs Hewitt, Ebbels, Salter) via Zoom
8 June 2021	Climate Emergency Australia Webinar: Community Engagement (CEO & Cr Ebbels)
9 June 2021	Managing the CEO Employment Cycle Training session #2 via videoconference (Cr Ebbels)
11 June 2021	Point Lonsdale Lighthouse Reference Group Project Control Group Meeting (CEO & Cr Ebbels)
15 June 2021	Lions CASI luncheon (Cr Ebbels)
15 June 2021	Presentation at Beyond Zero Emissions Webinar (CEO)
15 June 2021	G21 Transport Pillar Meeting (Cr Grout)
17 June 2021	Geelong Regional Corporation Board Meeting (Cr Salter)
17 June 2021	Geelong Heritage Centre Collection Advisory Committee Meeting via videoconference (Cr Grout)

OFFICER RECOMMENDATION

That the Functions Attended report be received.



11. CHIEF EXECUTIVE OFFICER

11.1 Chief Executive Officer Report

File: QG055-02-07

Author: Chief Executive Officer

PURPOSE

The purpose of this report is to provide Council with an update on current projects and operational activities not reported through the quarterly reporting process.

REPORT

MAV State Council 2021

The Mayor and CEO attended the MAV State Council, where among the 102 motions submitted by Victorian councils, the delegates considered the following motion from the Borough of Queenscliffe:

Give them a future

We request the MAV advocate to all levels of Government and politicians to adopt a unified approach to transitioning refugees on Temporary Protection Visas or Safe Haven Enterprise Visas to Permanent Protection Visas as quickly as possible. It is in the best interest for ensuring a cohesive, strong, and safe nation.

The motion was passed.

There were a number of other motions considered and supported by the State Council which align with the advocacy actions in the Borough of Queenscliffe Climate Emergency Response Plan including a consolidated motion calling for the State Government to resource and support the development of state-wide Environmentally Sustainable Design policy and planning provisions.

Point Lonsdale Lighthouse Reserve – Stage 1: Regional Development Victoria Grant

Following advice from Regional Development Victoria (RDV) that Council's request to vary the current grant conditions had been successful, the project has got underway.

The first Project Control Group (PCG) meeting was held on 11 June 2021 and a draft Conservation Management Plan was circulated to the PCG for feedback and comment. The initial focus of the project will be work on the P1 Huts and consultation with the Wadawurrung Traditional Owners.

Reconciliation Action Plan

Following the adoption of the Climate Emergency Response Plan, Council officers have commenced work on a number of projects within Pillar 1 – Wadawurrung Country, Cultural Heritage and Values.



Council officers have started work with the traditional owners on the development of the Reconciliation Action Plan.

A Cultural Heritage session on Country is planned for 23 August 2021.

Phillip Carruthers

The Ordinary Council meeting 23 June 2021 will be the last Council meeting Phillip attends in his capacity as General Manager Organisational Performance & Community Services.

Phillip will retire on 1 July following four productive years with the Borough and a long, successful career that included service in the armed forces and time with VicRoads and the Telecommunication Industry Ombudsman office.

Phillip's professional experience and deep knowledge of governance and organisational dynamics, along with his humour and integrity will be missed.

Current Community engagement

Council Vision

Using over 250 responses collected community surveys and recent open days, a group of randomly selected community representatives recently joined Councillors to develop a 10 year Community Vision for the Borough of Queenscliffe.

A draft vision is currently under final review by the community panel prior to sharing it with the broader community and seeking feedback.

Council Plan

In July the community panel will be invited back to commence work on the 4 year Council Plan. The strategic objectives of the Council Plan will be informed by the Community Vision, other strategic documents prepared by Council, and the legislative requirements set out in the *Local Government Act 2020*.

OFFICER RECOMMENDATION

That Council receives the Chief Executive Officer Report for June 2021.



12. COMMUNITY WELLBEING

12.1 Draft Borough of Queenscliffe Social Housing Plan

File: QG160-01-01

Author: Chief Executive Officer

Portfolio: Community Wellbeing

Portfolio Holder: Cr Grigau

PURPOSE

The purpose of this report is to seek Council endorsement of the Draft Borough of Queenscliffe Social Housing Plan (**Appendix 2a**) and approval to place the document on exhibition, inviting community feedback.

EXECUTIVE SUMMARY

The Borough of Queenscliffe Social Housing Plan furthers Strategic Objective 1 in the Council Plan 2017–2021, Community Wellbeing, namely:

- Protect, enhance and promote public health.
- Support older residents to live safely and independently.

Council is currently participating in the G21 Regional Social Housing Strategy project.

The initial work of the G21 Region Social Housing Project includes the development of a Social Housing Plan for the Borough of Queenscliffe and Surf Coast Shire, Golden Plains Shire and Colac Otway Shire councils.

The draft Borough of Queenscliffe Social Housing Plan outlines the role Council can play to support a regional approach to address the issue of social housing, including:

- advocating for public policy, government investment, and community participation in the development of social housing initiatives.
- supporting regional partnerships with government regarding investment and collaborations with housing agencies on key projects.
- continuing to develop capacity within Council and awareness within the community to sustainably implement the social housing plan.

Council was provided a briefing on the draft Borough of Queenscliffe Social Housing Plan at the Council assembly meeting on 9 June 2021.

OFFICER RECOMMENDATION

That Council:

1. Endorses the Draft Borough of Queenscliffe Social Housing Plan 2021.
-



2. Places the Draft Borough of Queenscliffe Social Housing Plan 2021 on public exhibition for 28 days, inviting community feedback.



REPORT

BACKGROUND

The City of Greater Geelong (COGG) adopted its Social Housing Plan in 2020. In 2018, COGG successfully applied for a Victorian Government grant under the Social Housing Investment Planning (SHIP) program to develop a Social Housing Plan.

The overarching purpose of the COGG Plan is to facilitate an increase in the supply of social housing. For the purposes of the COGG plan, social housing was defined as housing that is appropriate for people on low incomes and includes public housing and housing owned and controlled by a registered housing association.

In mid-2020 the G21 regional alliance, in partnership with Sirovilla, secured funding from both the Percy Baxter Trust and the Anthony Costa Foundation to initiate a regional social housing project. This work would build on the work of the City of Greater Geelong to develop a regional strategy including plans for each of Colac Otway Shire, Golden Plains Shire, Surf Coast Shire and Borough of Queenscliffe councils.

Shortly after the commencement of this project, the Victorian Government announced the Big Housing Build. The Victorian Budget 2020/21 delivered \$5.3 billion to construct more than 12,000 new homes throughout metro and regional Victoria, as well as supporting around 10,000 jobs, per year over the next four years, to assist with Victoria's economic recovery through the pandemic and beyond. This package will boost the state's social housing supply by 10 per cent in four years – providing a stable foundation for thousands of Victorians to build their lives.

The Big Housing Build will invest 25 per cent (\$1.25 billion) of the total \$5 billion program across regional Victoria. This is in response to the increasing population in Victoria's growth areas and creates more rental housing stock to support employment growth in regional towns and cities. The Big Housing Build provides a Minimum Investment Commitment to regional local government areas that have a significant regional town or city or have high population growth. Eighteen local government areas have been identified for the Minimum Investment Guarantee, with \$765 million committed across these local government areas. The Borough of Queenscliffe was not identified for a minimum investment commitment.

DISCUSSION

The absence of local, affordable housing not only affects the health and wellbeing of household members, it acts as a drag on the economic prosperity as workforce vacancies become hard and thus more expensive to fill. This is particularly the case for people in low to moderate paid jobs for whom local home ownership or expensive and very limited rental properties are already out of reach.

Overall, the data relating to the Borough of Queenscliffe indicates that:

- Around 41 to 70+ of the 1,234 households in the Borough are living on very modest income and experiencing rental stress.
- There are only 11 social housing properties currently in the municipality, which represents 0.8% of all housing in the Borough.
- Lone person households are the predominant family type.



- Median weekly rental costs are among the highest in the region – this figure is affected by the very low numbers of properties coming onto the rental market each year.
- The overall index of disadvantage indicates lower levels of disadvantage than almost all other areas in the region.
- The high cost of housing is a critical barrier to affordability.

However, the Borough of Queenscliffe is in a unique position within the G21 region in that:

- There is limited public or private land available for development of new housing, including social and affordable housing.
- The Borough lacks a range of practical services (including a full line supermarket) that are required for effective social housing.
- People who work in the Borough increasingly live outside the municipality, as a direct result of the high costs of housing.

It was determined early in the development of the Draft Borough of Queenscliffe Social Housing Plan 2021 that public land available in the Borough had a number of constraints that would limit its availability for social housing development.

However the overarching purpose of the regional project is to recognise, acknowledge and address disadvantage in the region and in some cases within our community, through the provision of increased safe, secure and affordable social housing. As such the Borough of Queenscliffe has continued to be involved and supportive of the project.

Despite the lack of available public land, there are other areas where Council may take leadership in the social housing space, for example, taking a proactive and facilitating role in public-private partnership developments. As Council is the responsible authority for development on private land, it may choose to use its knowledge and capacity to provide support to private and community sector developers of social housing.

The actions in the Draft Borough of Queenscliffe Social Housing Plan 2021 reflect this commitment to the purpose of the G21 work, which is to recognise, acknowledge and address disadvantage in the community through the provision of increased safe, secure and affordable social housing. As such the actions in the Draft Borough of Queenscliffe Social Housing Plan 2021 are:

1. The Borough is committed to working with neighbouring municipalities, Homes Victoria, housing agencies and community services to expand social housing across the G21 region.
2. The Borough is committed to working with community groups and government bodies if there were any future opportunity to re-purpose land in the municipality for social housing – this would include collaborating with Homes Victoria, which is responsible for the implementation of the Big Housing Build.

Options

Option 1 – endorse the Draft Borough of Queenscliffe Social Housing Plan 2021 and invite community comment.

Option 2 – endorse the Draft Borough of Queenscliffe Social Housing Plan 2021 subject to amendment.

Option 3 – elect not to endorse not to adopt the Draft Borough of Queenscliffe Social Housing Plan 2021.



COMMUNICATIONS AND ENGAGEMENT

Community Engagement



If Council support the recommendation in this report, the local community will be provided the opportunity to comment on the Draft Borough of Queenscliffe Social Housing Plan 2021.

This feedback will be reviewed by Council and the comments and any resulting recommendations for change to the draft document will be provided to the G21 Region Social Housing Project, Project Steering Committee for consideration.

Collaboration

The work of the G21 Region Social Housing Project is a collaboration between the five member Councils of G21.

GOVERNANCE CONTEXT

Relevant Law

Not applicable.

Charter of Human Rights

This report has had consideration to, and complies with, the Charter of Human Rights and Responsibilities Act 2006.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires a Gender Impact Assessment to be undertaken when Council develops or reviews any Council policy, program or service that has a direct and significant impact on the public.

Has a Gender Impact Assessment been undertaken in respect of the matters in this Council Report?

No. However, the issues of social housing and home ownership are deeply connected in many cases, to the issue of gender equality. Support for the regional strategy and recognition that housing security has a deep impact on health and wellbeing is an important part of addressing the fact that women, particularly female-headed households, and gender diverse individuals are over represented in cases of housing stress.

Regional, State and National Plans and Policies

Victorian Government Big Housing Build

Council Plan Alignment

This report responds to Strategic Objective 1 in the Council Plan 2017–2021, Community Wellbeing, namely:



- Protect, enhance and promote public health.
- Support older residents to live safely and independently.

Legal and Risk Implications

Not applicable.

Related Documents

About Social Housing

Social Housing in the G21 Region

The G21 Region Social Housing Project

Disclosure of Interest

No officer involved in the preparation of this report has any conflicts of interest.

CONSIDERATIONS

Environmental Sustainability

The overall framework for the development of the G21 Region Social Housing Project is:

- Economic recovery
- Building Jobs
- Addressing Disadvantage

The purpose of the regional strategy, and to some extent the Draft Borough of Queenscliffe Social Housing Plan 2021, is to:

Recognise, acknowledge and address disadvantage in the community through the provision of increased safe, secure and affordable social housing.

Financial and resource implications

Not applicable.

Innovation and Continuous Improvement

The Draft Borough of Queenscliffe Social Housing Plan 2021 is part of a suite of plans in the G21 region, which in turn have been used as the foundation for a G21 Region Social Housing Plan. By taking a regional approach, the five Councils of the G21 region see clear advantages in mutually supporting each council to share ideas, information and expertise that will deliver the best outcomes through the Big Housing Build.

The councils all acknowledge the opportunity for G21 to take a clear leadership and advocacy role and have developed an agreed framework to productivity shape social housing initiatives across the region.

IMPLEMENTATION



Operational Impacts

The actions included in the Draft Borough of Queenscliffe Social Housing Plan 2021 can be managed within the normal program area responsibilities.

Implementation Process

Each of the councils have been asked to adopt the respective Social Housing Plans.

Colac Otway Shire and Surf Coast Shire each resolved to endorse their plans and exhibit for public comment at their respective Council meetings in May.

ATTACHMENTS

1. Draft Borough of Queenscliffe Social Housing Plan (Appendix 2a)
 2. About Social Housing (Appendix 2b)
 3. Social Housing in the G21 Region (Appendix 2c)
 4. The G21 Region Social Housing Project (Appendix 2d)
-



13. LOCAL ECONOMY

No reports to consider.



14. ENVIRONMENTAL SUSTAINABILITY

No reports to consider.



15. PLANNING & HERITAGE

15.1 Planning Permit Activity Report

File: QG290-01-02
Author: Planning Program Leader
Portfolio: Planning & Heritage
Portfolio Holder: Cr Grout

PURPOSE

The purpose of this report is to present a record of planning permit activity in the Borough of Queenscliffe.

EXECUTIVE SUMMARY

The following table provides a summary of the planning permit activity during the last month.

CATEGORY	TALLY
Current applications	17
Applications finalised since last report	20
New applications received since last report	12
Total number of active permit applications	25
Decisions awaiting review by VCAT	3
Development Plan & Planning Scheme Amendment Summary Report	1

OFFICER RECOMMENDATION

That the Planning Permit Activity Report be received.



(a) Current applications

App. No	Date Received	Address	Proposal	Status
**2018/079	23/08/2018 (Amended 07/02/2019 & 8/05/2019)	81 Nelson Road Queenscliff	Subdivision of land into seven (7) lots, removal of vegetation and works associated with the subdivision	Under consideration as part of planning scheme amendment (queenC33)
2019/065	01/10/2019	The Promenade Point Lonsdale Road Point Lonsdale	Removal of native vegetation	Referred to DELWP
2020/003	31/01/2020	Point Lonsdale Lighthouse Reserve (Crown Allotments 2002 & 2009)	Removal of native vegetation	Referred to DELWP & Heritage Victoria
2020/046	11/08/2020	61-75 Murray Road Queenscliff	Subdivision of the land into thirteen (13) lots	Under consideration
**2020/070	28/10/2020 (Amended 17/03/2021 & 10/06/2021)	34 Kirk Road Point Lonsdale	Construction of two double storey dwellings, subdivision of the land into two (2) lots and removal of native vegetation	Referral to Barwon Water
2021/003	08/01/2021	17 Bowen Road Point Lonsdale	Alterations to an existing dwelling and carport	Under consideration



App. No	Date Received	Address	Proposal	Status
2021/006	15/01/2021 (Amended 03/02/2021)	134 Hesse Street Queenscliff	Buildings and works associated with the relocation of a structure (coaches box)	On hold pending further instruction from applicant
2021/017	22/02/2021 (Amended 06/05/2021)	71 Bellarine Highway Point Lonsdale	Change of use from residential to leisure and recreation/restricted recreation facility (yoga studio), waiver of parking required for the use (parking allocation within common property), alterations to a building associated with a section 2 use, display of business identification signage, variation to the site coverage requirements of Design and Development Overlay – Schedule 5, and alteration of access to a road in a Road Zone Category 1	Public notification Referrals to Borough Engineer & VicRoads (Note: proposed site coverage 52.63%)
2021/018	25/02/2021	134 Hesse Street Queenscliff	Installation of Telstra telecommunication tower	Further information requested 15 March 2021
**2021/024	19/03/2021	69 Stokes Street Queenscliff	Construction of a two storey dwelling and front fence and variation to the site coverage and wall height on boundary requirements of Design and Development Overlay – Schedule 1	Under consideration
2021/025	19/03/2021	5 Lonsdale Street Point Lonsdale	Construction of a dwelling (to 8.45 metres in height)	Further information requested 30 March 2021
2021/028	01/04/2021	46 Glaneuse Road Point Lonsdale	Construction of a dwelling and outbuilding and removal of native vegetation	Public notification
2021/031	14/04/2021	7 Mercer Street Queenscliff	Part demolition, alterations and extensions to an existing dwelling	Under consideration



App. No	Date Received	Address	Proposal	Status
**2021/032	15/04/2021 (Amended 10/06/2021)	1 Rayleigh Avenue Queenscliff	Construction of a two storey dwelling and variation to the site coverage and setback requirements of Design and Development Overlay – Schedule 5	Referrals to CCMA & Borough Engineer (Note: proposed site coverage 43%)
2021/037	07/05/2021	29 Swanston Street Queenscliff	Construction of a two storey dwelling and front fence	Public notification Referral to CFA
2021/038	03/05/2021	63 Flinders Street Queenscliff	Alterations and extensions to an existing dwelling, construction of an outbuilding and front fence, variation to the front setback requirements of Design and Development Overlay – Schedule 3 and alteration to access to a road in a Road Zone Category 1	Public notification Referrals to VicRoads & Borough Engineer
2021/040	07/05/2021	145 Point Lonsdale Road Point Lonsdale	Construction of a two storey dwelling and variation to the site coverage requirements and side setback of Design and Development Overlay – Schedule 3	Under consideration



(b) Applications Finalised Since Last Report

App. No	Date Received	Address	Proposal	Status
2020/074	03/12/2020	14 Crows Nest Place Queenscliff	Construction of a two storey dwelling	Permit issued
2021/002	05/01/2021	30 Cheshunt Street Point Lonsdale	Conversion of two existing dwellings into one dwelling and alterations and extensions to an existing dwelling	Permit issued
**2021/004	15/01/2021	38 Ward Road Queenscliff	Construction of a two storey dwelling and removal of native vegetation	Notice of decision to grant a permit issued
2021/013	03/02/2021	22 Cheshunt Street Point Lonsdale	Extensions to an existing single storey dwelling	Permit issued
2021/014	16/02/2021	9 Girvan Grove Point Lonsdale	Construction of a dwelling and removal of native vegetation	Permit issued
2021/019	03/02/2021	61 Buckleys Road Point Lonsdale	Construction of a dwelling	Permit issued
2021/020	12/03/2021	1/85 Point Lonsdale Road Point Lonsdale	Alterations and extensions to an existing dwelling and removal of native vegetation	Under consideration
2021/022	16/03/2021	12 Waterview Close Queenscliff	Construction of an outbuilding (garage) and front fence and alterations to an existing dwelling	Permit issued
2021/023	19/03/2021	30 Glaneuse Road Point Lonsdale	Construction of a dwelling	Permit issued



App. No	Date Received	Address	Proposal	Status
2021/029	06/04/2021	24 Albert Street Point Lonsdale	Alterations and extensions to an existing two storey dwelling	Permit issued
2021/034	22/04/2021	64 Kirk Road Point Lonsdale	Removal of native vegetation and alterations to a front fence	Permit issued
2021/035	22/04/2021	26 Stokes Street Queenscliff	Alterations to an existing dwelling individually listed in a Heritage Overlay	Permit issued
V 2021/036	28/04/2021	129-131 Point Lonsdale Road Point Lonsdale	Construction of an outbuilding	Permit issued
V 2021/039	04/05/2021	2/45 Hesse Street Queenscliff	Display business identification signage	Permit issued
V 2021/041	06/05/2021	14 Golightly Street Point Lonsdale	Construction of outbuildings (pool house and carport) and a pergola	Permit issued
V 2021/042	10/05/2021	6 Beach Street Queenscliff	Construction of an outbuilding	Permit issued
V 2021/049	27/05/2021	13 Hesse Street Queenscliff	External painting of a building in a Heritage Overlay area and display business identification signage	Permit issued
2021/050	27/05/2021	13 Hesse Street Queenscliff	Permission under Clause 52.27 of the Queenscliffe Planning Scheme to use the land to sell and consume alcohol (Restaurant and Café Licence) and reduction of the car parking requirements of Clause 52.06 of the Queenscliffe Planning Scheme (associated with the existing use of the site)	Application withdrawn (permit not required)



App. No	Date Received	Address	Proposal	Status
2021/051	27/05/2021	27 Hesse Street Queenscliff	Alterations to an existing dwelling individually listed in a Heritage Overlay	Permit issued
V 2021/052	28/05/2021	3/1 Queen Street Queenscliff	Construction of an outbuilding	Permit issued

(c) New Applications Received Since Last Report

App. No	Date Received	Address	Proposal	Status
2021/043	11/05/2021	69 Learmonth Street Queenscliff	Construction of a dwelling	Public notification Referral to Borough Engineer
2021/044	12/05/2021	Citizens Park 41 Gellibrand Street Queenscliff	Removal of native vegetation (between foreshore and Barwon Water storage tank)	Referral to DELWP
2021/045	20/05/2021	37 Cheshunt Street Point Lonsdale	Alterations and extensions to an existing two storey dwelling	Further information requested 31 May 2021
2021/046	21/05/2021	8 Jacqueline Court Point Lonsdale	Alterations and extensions to an existing dwelling	Public notification
2021/047	25/05/2021	22 Girvan Grove Point Lonsdale	Alterations and extensions to an existing dwelling	Public notification



App. No	Date Received	Address	Proposal	Status
2021/048	27/05/2021	200-204 Point Lonsdale Road Point Lonsdale	Buildings and works associated with the construction of a two storey building comprising four (4) shops and twelve (12) dwellings, use of the site for commercial premises, reduction of the standard car parking requirement of Clause 52.06, alteration to and creation of access to a road in a road zone category 1	Further information requested 1 June 2021
V 2021/049	27/05/2021	13 Hesse Street Queenscliff	External painting of a building in a Heritage Overlay area and display business identification signage	Permit issued
2021/050	27/05/2021	13 Hesse Street Queenscliff	Permission under Clause 52.27 of the Queenscliffe Planning Scheme to use the land to sell and consume alcohol (Restaurant and Café Licence) and reduction of the car parking requirements of Clause 52.06 of the Queenscliffe Planning Scheme (associated with the existing use of the site)	Application withdrawn (permit not required)
2021/051	27/05/2021	27 Hesse Street Queenscliff	Alterations to an existing dwelling individually listed in a Heritage Overlay	Permit issued
V 2021/052	28/05/2021	3/1 Queen Street Queenscliff	Construction of an outbuilding	Permit issued
2021/053	04/06/2021	2/22 Bellarine Highway Queenscliff	Construction of a two storey dwelling	Public notification Referrals to Borough Engineer & CCMA
2021/054	08/06/2021	16 Bailey Street Point Lonsdale	Alterations and extensions (two storey) to an existing dwelling	Initial assessment



(d) Decisions awaiting review by VCAT

App. No	Date Received	Address	Proposal	Status
**2020/039	14/07/2020	6 Beach Street Queenscliff	Demolition of outbuildings (garage and shed), removal, repositioning, restoration and painting of an outbuilding (former fisherman's cottage), construction of side and rear boundary fences and construction of a double vehicle crossover in a Heritage Overlay area	Notice of Decision to refuse a permit issued (as per Council Resolution 17/02/2021) VCAT appeal lodged by applicant VCAT hearing 22 & 23 November 2021
**2020/059	06/10/2020	25 Alexander Crescent Point Lonsdale	Construction of a two storey dwelling	Notice of decision to grant a permit issued VCAT appeal lodged by objector VCAT hearing 4 October 2021
**2020/077	16/12/2020	18 Cheshunt Street Point Lonsdale	Construction of a two storey dwelling, removal of native vegetation and variation to the site coverage requirements of Design and Development Overlay – Schedule 4	Permit issued (as per Council resolution 28 April 2021) VCAT appeal lodged by objector VCAT hearing yet to be scheduled



(e) **Development Plan & Planning Scheme Amendment Summary Report**

Ref. No.	Address	Proposal	Status
queenC33	81 Nelson Road, Queenscliff	Rezone the land at 81 Nelson Road, Queenscliff to Neighbourhood Residential Zone – Schedule 1 (NRZ1) and General Residential Zone – Schedule 1 (GRZ1), apply Design and Development Overlay – Schedule 3 (DDO3) and Design and Development Overlay – Schedule 5 (DDO5), delete Development Plan Overlay 1 (DPO1) and subdivide the land into seven (7) lots.	Under consideration

LEGEND

** Objections received

Italics Amendment or extension of time request to application previously determined by Council

Bold Officer delegation removed

V VicSmart application



16. GOVERNANCE & PERFORMANCE

16.1 Budget 2021/22

File:	QG085-05-02
Authors:	Manager, Financial Services
Portfolio:	Governance & Performance
Portfolio Holder:	Cr Susan Salter

PURPOSE

The purpose of this report is to seek Council support to:

- 1) Adopt the 2021–22 Budget (**Appendix 3a**); and
- 2) Declare the rates and charges for the 2021–22 year, with or without modification, after having considered all public submissions made in respect of the draft Council Budget during the community consultation period.

EXECUTIVE SUMMARY

The budget 2021–22 is in line with the Council Plan 2017–2021 strategic objective “Maintain a cohesive, well governed, financially sustainable and independent Borough” and the key strategy “Provide transparent and accountable governance and meet all legislative requirements.”

The budget details the resources required over the next year to fund the range of services Council provides to the community. It also includes details of capital expenditure allocations for projects that improve and renew Council’s physical infrastructure, buildings and operational assets as well as funding proposals for a range of operating projects. This budget is prepared in accordance with the requirements of the *Local Government Act 2020*.

The 2021–22 Budget is a balanced budget of \$21.7 million (cash basis) which comprises an operating budget of \$10.9 million and a capital works program of \$10.8 million. The budget meets all financial sustainability measures taking into account the reported underlying result which is a deficit of \$967,000. When adjusted for the timing of operating grants, non-recurrent operating projects and accounting profits/losses on sale of assets, a \$44,000 underlying surplus is projected for 2021–22.

The current operating model of Council is financially sustainable. However, Council is aware of the potential risk and challenges including a dependency on income from Caravan parks and the loss of income from boat ramp parking and permit fees.

Council is investing in the future in the 2021–22 budget, identifying projects that are designed to achieve operational efficiencies and create additional ongoing income (investigating new



operating models to manage tourist parks, improvement of caravan park facilities, new corporate system, new organisational structure, etc.).

It is anticipated that the sale of Murray Road land will be completed during the 2020–21 financial year. The proceeds of the sale will be invested in projects that generate income for Council in accordance with Council policy CP044 Sale, Exchange or Transfer of Council Land. Council will work with the community to identify these projects or investments.

Council officers have prepared, under the guidance of Council, a financially responsible budget for 2021–2022, which enables Council to maintain existing services and infrastructure while delivering priority projects and services that are valued by our community. For these reasons Council officers recommend that Council adopts the 2021–2022 budget.

OFFICER RECOMMENDATION

That Council:

1. Notes that seven (7) public submissions were received and considered in relation to the 2021–22 Draft Budget;
2. Notes the officer responses to public submissions in Appendix 3b;
3. Notes the amendments to the 2021–22 Draft Budget summarised in this Council paper;
4. Adopt the 2021–22 Budget;
5. Declare the amount of rates and charges intended to be raised as follows and that the general rates will be raised by the application of the differential rates included in the 2021–22 Budget

General Rates	cents/\$CIV
General rate for rateable residential properties	0.198017
General rate for rateable residential vacant land properties	0.247521
General rate for rateable commercial properties	0.257422
General rate for rateable tourist accommodation properties	0.217819
Rate concession for rateable cultural and recreational properties	0.049505

Waste Management Charges	Per Property
Kerbside waste	216.30
Green waste	70.40
Public waste	99.80
Additional set of bins	239.30
One extra bin	119.60

6. Declares that rates, rating differentials and charges for the period 1 July 2021 to 30 June 2022 conform with Council's Revenue and Rating plan and will be applied as outlined in section 4.1.1 of the 2021–22 Budget;
7. Notes that general rates must be paid by four instalments made on or before the following dates:

Instalment 1 – 30 September 2021



Instalment 2 – 30 November 2021

Instalment 3 – 28 February 2022

Instalment 4 – 31 May 2022

- 8. Requires that any person pay interest on any amounts of rates and charges which:
 - 1. that person is liable to pay; and**
 - 2. have not been paid by the dates specified for their payment; and**
 - 3. are not specifically waived as part of Council's COVID-19 Financial Hardship policy or Rates Assistance policy.****
- 9. Authorise the Chief Executive Officer to levy and recover the 2021–22 general rates and annual service charges;**
- 10. Approve the fees and charges as set in the Appendix A of the 2021–22 Budget;**
- 11. Give public notice that Council has adopted the 2021–22 Budget; and**
- 12. Forward the adopted 2021–22 Budget to the Minister for Local Government.**



REPORT

BACKGROUND

Council has developed the 2021–22 Budget in accordance with the requirements of the *Local Government Act 2020*. Councillors and officers have worked together over many months in developing the Budget to ensure it meets the needs and aspirations of our community.

2021–22 Budget Process

- Councillors and officers considered the development of proposed budgets at six briefings from January 2021 to April 2021;
- Proposed budget submitted to Council for consideration on 28 April 2021;
- Draft Budget available for public inspection and comment from 29 April 2021;
- Public submission process undertaken April/May 2021;
- Draft Budget presentation to the community 10 May 2021;
- Submissions period closed 21 May 2021;
- Submissions considered by Council 2 June 2021;
- Final Budget presented to Council for adoption 23 June 2021; and
- Copy of adopted Final Budget submitted to the Minister 30 June 2021.

DISCUSSION

Changes to the 2021–22 Draft Budget

During the exhibition period Council received additional information as summarised below which has been updated in the attached budget:

Rates and charges:

Due to the reclassification of six (6) properties between residential and tourist accommodation property classes, there is a slight increase in the total annualised rates for 2020–21, resulting in a \$717 increase in rates income of 2021–22.

Property Valuation:

The Valuer-General Victoria has now certified the general valuation of all rateable land and non-rateable leviable land in the Borough of Queenscliffe. As a result, there have been minor changes to the advertised general rates of each property class as shown below. The changes in valuation data impact the distributions of rates across the Borough and not the total rates income of Council.

Type or class of land	Draft Budget	Final Budget	Change
	cents/\$CIV	cents/\$CIV	
General rate for rateable residential properties	0.198800	0.198017	-0.08%
General rate for rateable residential vacant land properties	0.248500	0.247521	-0.10%



General rate for rateable commercial properties	0.258440	0.257422	-0.10%
General rate for rateable tourist accommodation properties	0.218680	0.217819	-0.09%
Rate concession for rateable cultural and recreational properties	0.049700	0.049505	-0.02%

Grants – operating:

Adjusted for the brought forward payment of a part of the 2021–22 Financial Assistance Grant (FAG) amounting to \$128,000 (now included in the forecast for 2021–21 operating income). Further, there is a \$3,200 reduction in the 2021–22 FAG allocation to the Borough.

Grant – capital:

The increase of \$4,420,000 is due to the following reasons;

- \$3,605,000, recognition of Queenscliff Boat Ramp upgrade as a capital project in the budget. This project was not included in the draft budget as Council had not finalised project management arrangements nor funding responsibilities for the delivery of the project with Better Boating Victoria;
- \$515,000, shift in the timing of Queenscliffe Cultural Hub project; and
- \$300,000, shift in the timing of Commonwealth Road Safety Program.

Capital expenditure:

The increase of \$5,668,000 is due to the following reasons;

- \$3,605,000, recognition of Queenscliff Boat Ramp upgrade as a capital project in the Budget.
- \$1,173,000, shift in the timing of Queenscliffe Cultural Hub project;
- \$590,000, shift in the timing of Sports and Recreation Precinct Development project; and
- \$300,000, shift in the timing of Commonwealth Road Safety Program.

Net movement in reserves:

The net movement of \$1,376,000 is due to the following reasons;

- \$658,000, shift in the timing of Queenscliffe Cultural Hub project;
- \$590,000, shift in the timing of Sports and Recreation Precinct Development project; and
- \$128,000, adjustment for the advance payment of the 2021–22 FAG.

Forecast Actual 2020–21:

Forecast actual figures for 2020–21 adjusted to reflect the impact of the shift in the timing in capital projects and the advance payments of the 2021–22 FAG, explained above. In addition, the following changes have been made to forecast actual figures for 2020–21.

- Reduced capital expenditure and capital grant by \$400,000 to reflect the reduction in the scope of Commonwealth Road Safety Program. The capital work excluded from the scope will now be managed by the Department of Transport.
- Reclassification of Queenscliffe Boat Ramp upgrade project management work (\$38,000) from operating projects (materials and services) to capital expenditure. Grant income also reclassified from Grant – operating to Grant – capital.



Fees and charges schedule (Appendix A):

The following changes have been incorporated into the fees and charges schedule, given the competitive nature of camping and caravan park accommodation. The fee structure of caravan parks will be reviewed during the year 2021–22 as a part of the tourist parks operational review process (new operating model).

- Casual per night charge – Peak (1 December – 25 December, 31 January – 31 March, Special events), changed to \$65 per night from \$75 per night.
- Reintroduced seasonal packages with a 12% increase to 2020–21 rates. The increase is in par with the average increase in casual rate (per night) of powered sites.
- Casual rates for camping may be varied to a maximum discount of 20% for nights 14 or more (draft budget 13 nights or more).
- For stays of 28 nights or more, outside of the Prime and Peak periods, a 40% discount is introduced.
- Rates for cabins may be varied to a maximum discount of 20% for 2 nights or more outside of the Prime and Peak periods (new discount).
- Prime season and Easter, for cancellations 7 to 30 days prior to arrival a cancellation fee equal to 50% of the total booking value will be charged.
- Peak and Long Weekends, for cancellations within 14 days of arrival, a cancellation fee equal to 50% of the total booking value will be charged.

2021–22 Budget

This budget is underpinned by a return to normal revenue and expenditure, resulting in a breakeven budget. The current economic environment instigated by the spread of COVID-19 globally is still highly volatile, which makes it difficult for local governments to formulate a precise financial budget for 2021–22. The budget is prepared on several assumptions about the economic conditions and how they will affect the operation of the Borough. These assumptions will be refined and adjusted in quarterly forecast reviews when they emerge.

The budget includes a **rate increase of 1.5 percent**. This is in line with the State Government's rate capping framework. The additional income estimated due to the rate increase is \$100,000 (annualised basis). Total rates income for 2021–22 is \$6,772,000.

The total waste management charges are estimated to increase by 18.1% due to the one-off rebate offered to a total of \$130,000 in 2020–21. If there had not been a rebate offered in 2020–21, the estimated to increase for 2021–22 would have been only 4.2%.

The **2021–22 Budget is 21.7 million**, which includes an **operating budget of \$10.9 million** and a **capital works program of \$10.8 million** to provide new infrastructure and improve roads and facilities around the Borough.



The total value of **new operating initiatives and new operating cost commitments** included in the budget is **\$490,000**. The majority of these initiatives are **investments for the future** targeting additional income from tourist parks and a greater level of operational efficiencies.

Further, **\$716,000** (excluding the Queenscliff Boat Ramp upgrade which is 100% funded by Better Boating Victoria) has been allocated in the budget for **new capital works** to be commenced in 2021–22.

The reported **underlying result** for the year is a deficit of \$967,000. However, after adjusting for the timing of operating grants and non-recurrent operating projects, a \$44,000 underlying surplus is projected for 2021–22.

No new borrowings are included in the 2021–22 budget, Council continue to have a **debt-free balance sheet**.

Key budget highlights

New operating initiatives and new operating cost commitments included in the budget:

- \$100,000 incremental cost of new staff resources under the new organisational structure (ongoing 1.6 FTE, 2-year contract 0.6 FTE);
- \$100,000 incremental cost to implement outcome of operating model review of tourist parks*
- \$80,000, short term actions to be implemented based on the Climate Emergency Response Plan (CERP);
- \$40,000, development of an active transport strategy for the Borough;
- \$30,000, CERP implementation plan; and
- \$10,000, development of a reconciliation plan (First Nations people).
- \$50,000, development of a new 10-year asset management plan as required under Section 92 of the new Local Government Act 2020;
- \$45,000, incremental operating expenses due to the improvement proposed to the Information and Communications Technology (ICT) of the Borough, a new corporate system, Office 365 and enhanced ICT security;
- \$20,000, conduct a traffic study, vehicle movement, volume and speed within Queenscliff road network;
- \$20,000, develop a vegetation management policy for the Borough;
- \$15,000, local law program area service review to determine responsibilities and opportunities for reporting and process improvements; and
- \$60,000, incremental operational expenses of the new Queenscliffe Hub.

** Note: The review is not complete and this figure represents an expenditure cap for new initiatives recommended in the review*

New capital works included in the budget;



- \$3,605,000, Queenscliff Boat Ramp upgrade (100% grant funded)
- \$300,000, Royal Park changing rooms upgrade – design work based on the tourist park masterplan (design the proposed facility and subsequent changes to caravan park layout);
- \$156,000, proposed ICT upgrade work, a new corporate system, Office 365, and enhanced ICT security (The total cost of the project is \$433,000 over 3 years);
- \$70,000, two electrical vehicle charging stations;
- \$60,000, Royal Park oval upgrade – scope and design (fencing, irrigation and lighting);
- \$50,000, Hesse Street footpath link to Queenscliff Boat Ramp;
- \$40,000, Weeroona Parade toilet renewal – design work based on condition assessment and Council's toilet strategy;
- \$20,000, Toc H toilet renewal, end of life replacement of asset as per Council's condition assessments and toilet strategy, \$180,000 in 2022–23 year; and
- \$20,000, concept design for a new bike park.

Financial Snapshot

Key Statistics	2020–21 Forecast \$million	2021–22 Budget \$million
<i>Total Operating Expenses</i>	\$12.1	\$12.3
<i>Comprehensive Operating Surplus</i>	\$3.8	\$5.6
<i>Underlying operating surplus / (deficit)</i>	\$0.0	(\$1.0)
<i>Underlying operating surplus / (deficit) – readjusted*</i>	(\$0.3)	\$0.0
<i>Cash result</i>	\$0.3	\$0.0
<i>Capital Works Program</i>	\$4.9	\$10.8
<i>Funding the Capital Works Program</i>		
<i>Council</i>	\$1.2	\$1.2
<i>Reserves</i>	\$0.0	\$3.1
<i>Borrowings</i>	\$0.0	\$0.0
<i>Grants</i>	\$3.7	\$6.5
<i>Cash and Investments</i>	\$11.0	\$7.8
<i>Loans</i>	\$0.0	\$0.0
<i>Budgeted Expenditure by Strategic Objective (excluding depreciation)</i>	<i>Budget \$million</i>	<i>Budget %</i>
<i>Strategic Objective 1: Community Wellbeing</i>	\$3.2	29%
<i>Strategic Objective 2: Environmental Sustainability</i>	\$1.9	18%
<i>Strategic Objective 3: Local Economy</i>	\$1.4	13%
<i>Strategic Objective 4: Planning and Heritage</i>	\$1.1	10%
<i>Strategic Objective 5: Governance and Performance</i>	\$3.3	30%
<i>Total</i>	<i>\$10.9</i>	<i>100%</i>



* After adjusting for the timing of operating grants, non-recurrent operating projects and accounting profits/losses of sale of assets.

Financial Sustainability

The Victorian Auditor-General’s Office (VAGO) reports to Parliament in November / December each year, on the results of the Local Government Audits for the most recent financial year. In its report, VAGO considers the outcomes for each council grouping across seven financial sustainability risk indicators.

Queenscliffe’s results for the last five years (reported by VAGO) and estimated results for 2020–21 and 2021–22 are summarised below.

Financial Sustainability Indicators	Risk Assessment Matrix			Risk Assessment							
				Actual						Forecast	Budget
	Low	Medium	High	15/16	16/17	17/18	18/19	19/20	5 yrs average*	20/21 forecast*	21-22 Budget*
Net result	>0%	-10% - 0%	<-10%	1.7%	2.5%	10.8%	25.1%	4.4%	8.9%	24.0%	31.1%
Adjusted underlying result	>5%	0% - 5%	< 0%	-2.0%	2.0%	1.0%	0.0%	-3.3%	-0.5%	0.2%	-8.5%
Liquidity	>1.0	0.75 - 1.0	<0.75	296.0%	306.0%	288.0%	504.0%	513.5%	381.5%	533.4%	301.8%
Internal financing	>100%	75% - 100%	<75%	56.0%	183.0%	135.0%	144.2%	151.3%	133.9%	424.8%	68.0%
Indebtedness	<=40%	40% - 60%	>60%	2.1%	1.1%	1.1%	0.5%	1.2%	1.2%	1.0%	1.1%
Capital replacement	>1.5	1.0 - 1.5	<1.0	2.0	1.2	1.8	2.9	1.4	1.9	3.46	7.46
Renewal gap	>1.0	0.5 - 1.0	<0.5	1.64	0.82	1.14	2.21	1.22	1.41	3.35	6.01

Source : VAGO

*calculated by BoQ

Ratios are more meaningful when analysing the trend (average) over a period. The average also eliminates the impact of any timing differences within each reporting period considered in the average.

Based on the last five (5) year average, BoQ falls within the low-risk category (green) for all areas except for the underlying result. The reported average underlying deficit for the last 5 years is – 0.5% (approximately an average deficit of \$60,000).

In the 2019–20 financial year, there was an asset write-off of \$876,000 (Destination Queenscliffe project). When excluded, the impact of the said asset write-off – but leaving the impact of all other non-recurrent expenses and assets write-offs of the reporting periods considered – BoQ still reports an average underlying result of 1.0%.

However, after adjusting for the impact of timing of operating grants, accounting profits/losses from the sale of assets and non-recurrent operating project, an underlying loss of \$302,000 is estimated for 2021–22 largely due to the income losses from the tourist parks and other fees and charges due to COVID 19.



On the same basis, a \$44,000 underlying surplus is projected for 2021–22 which fall into the medium risk category as per the VAGO risk assessment matrix.

Given the size of the budget and very limited income sources available to Council, it is very unlikely that the Council will ever be able to achieve and sustain an average underlying result above 5% (low risk category).

The internal financing ratio checks whether Council has generated sufficient cash (including Grant – capital) to finance capital work. Council has already received the majority of capital grants of capital projects carried over to the 2021–22 budget as evident by higher internal financing ratios for the 2020–21 and previous years. These funds are kept in reserve accounts to use in 2021–22 and not considered in calculating the internal financing ratio for 2021–22. When considering the estimated internal financing ratios for 2020–21 and 2021–22, the five-year rolling average is 184.7%.

Options

Option 1 – endorse the Budget 2021–22 as presented.

Option 2 – request Officers to make further amendments to the Budget 2021–22.

COMMUNICATIONS AND ENGAGEMENT

Community Engagement



At the Council meeting held on Wednesday 28 April 2021, Council resolved to give public notice that it had prepared a draft budget for 2021–22 and resolved to exhibit the document for the period commencing on Thursday 29 April 2021 and concluding at 5:00pm on Friday 21 May 2021, in line with Council policy CP003, Community Engagement.

During the public submission period, the Mayor and officers presented key aspects of the draft budget at a community session held on 10 May 2021, there was an opportunity for questions on the draft budget to be answered by the Mayor and Council officers.

At the close of public submissions on 21 May 2021, five (5) public submissions were received. In addition, there were two (2) late submissions of which one was a supplementary commentary to one of the submissions received within the public submission period. Council agreed to consider the late submissions.

All seven (7) submissions (including late submissions) were heard/considered by Council at a Council Assembly on Wednesday, 2 June 2021. Officers provided a response for each submission received to Councillors ahead of the Council Assembly.



Seven (7) new initiatives / ideas have been identified across all submissions received. Officers have prioritised and considered those new initiatives / ideas in the budget as summarised at **(Appendix 3b)** subject to thorough assessment of legislative, planning scheme requirements and cost benefits to the community. In summary;

- 1 new initiative / ideas to be considered within the existing budget allocations
 - Strategic tree retention policies and maintenance regimes
- 2 new initiative / idea is to be considered during 2021–22 forecast cycles
 - Audit of safety signage in Coastal Reserves
 - Upgrade of the northern carpark area in Stokes Street between Hesse Street and Gellibrand Street
- 2 new initiatives / ideas have been referred for consideration in future budgets
 - Ongoing upgrade of Point Lonsdale Skate Park and surrounds
 - Shortland's Bluff clearing of woody weeds
- 1 new request for funding
 - Funding for two new Websites that will promote the Borough of Queenscliffe's seaside towns of Point Lonsdale and Queenscliff (PLonQ)
- 1 request for project funding out of Council scope and subject to funding by third party
 - Undergrounding powerlines

All submitters will be provided with written responses, including responses to queries, comments or questions raised.

Collaboration

The budget has been prepared based on the Local Government Better Practice Guide, Model Budget 2021–22.

GOVERNANCE CONTEXT

Relevant Law

Council prepares its annual Budget under the provisions of the Local Government Act 2020 and the Local Government (Planning and Reporting) Regulations 2020

Charter of Human Rights

Not directly applicable.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires a Gender Impact Assessment to be undertaken when Council develops or reviews any Council policy, program or service that has a direct and significant impact on the public.

Has a Gender Impact Assessment been undertaken in respect of the matters in this Council Report?



No; while the Budget has a direct and significant impact on the public, officers did not have the time or resources to undertake a Gender Impact Assessment at this time on the budget. However, numerous expenditure items within the budget will be the subject of Gender Impact Assessments.

Regional, State and National Plans and Policies

Not applicable.

Council Plan Alignment

The budget 2021–22 is in line with the Council Plan 2017–2021 strategic objective “Maintain a cohesive, well governed, financially sustainable and independent Borough” and the key strategy “Provide transparent and accountable governance and meet all legislative requirements.”

Legal and Risk Implications

The budget provides useful information to councillors and officers in relation to the financial sustainability of Council’s operations and an effective tool to monitor ongoing financial performance.

Related Documents

Council Plan 2017–2021 and 2020–21 Budget.

Disclosure of Interest

No officer involved in the preparation of this report has any conflicts of interest.

CONSIDERATIONS

Environmental Sustainability

The budget provides information in relation to Council’s commitment to Environmental Sustainability.

Financial and resource implications

The budget provides the opportunity for constant review of Council’s financial position and an indication of the availability of financial resources.

Innovation and Continuous Improvement

Additional information has been provided in an easy-to-understand manner to enhance the transparency of Council operations.

IMPLEMENTATION

Operational Impacts

The report provides financial information about Council’s planned operational activities.



Implementation Process

Capital works and operational works programs will be developed and implemented in line with the proposed budget.

ATTACHMENTS

1. Borough of Queenscliffe Budget 2021–22 (Appendix 3a)
 2. Public Submissions (Appendix 3b)
-



16.2 Revenue & Rating Plan

File: QG085-05-02

Authors: Manager Financial Services

Portfolio: Governance & Performance

Portfolio Holder: Cr Susan Salter

PURPOSE

The purpose of this report is for Council to adopt the Borough of Queenscliffe Revenue and Rating Plan (**Appendix 4**).

EXECUTIVE SUMMARY

The Revenue and Rating Plan is in line with the Council Plan 2017–2021 strategic objective “Maintain a cohesive, well governed, financially sustainable and independent Borough” and the key strategy “Provide transparent and accountable governance and meet all legislative requirements.”

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 explains how Council calculates the revenue needed to fund its activities, and how the funding burden is apportioned between ratepayers and other users of Council facilities and services.

In the Plan, Council commits to maintain future rates increases at or within the capped rate as determined by the Minister for Local Government. No change is made to the current rating differentials in the plan (rating differentials remain at Residential vacant land: 125%; Commercial: 130%; and Tourist accommodation: 110%).

OFFICER RECOMMENDATION

That Council adopts the Revenue and Rating Plan as presented at Appendix 4.



REPORT

BACKGROUND

Council has developed the Revenue and Rating Plan in accordance with the requirements of the *Local Government Act 2020*. Councillors and officers have worked together in developing the Revenue and Rating Plan to ensure it meets the needs and aspirations of our community.

Revenue and Rating Plan Process

- Councillors and officers consider development of proposed Revenue and Rating Plan at two briefings January 2021 to April 2021;
- Proposed Revenue and Rating Plan submitted to Council for consideration on 28 April 2021;
- Draft Revenue and Rating Plan available for public inspection and comment from 29 April 2021;
- Public submission process undertaken April/May 2021;
- Draft Revenue and Rating Plan presentation to the community 10 May 2021;
- Submissions period closed 21 May 2021;
- Submissions considered by Council 2 June 2021;
- Final Revenue and Rating Plan presented to Council for adoption 23 June 2021.

DISCUSSION

The purpose of the Revenue and Rating Plan is to determine the most appropriate and affordable revenue and rating framework for Council, which in conjunction with other income sources will adequately finance the strategic objectives in the Council Plan.

The plan 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. Despite the introduction of the new *Local Government Act 2020*, the 1989 Act remains the legislation applicable to rating matters.

The plan also set out principles that apply 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.

The Revenue and Rating Plan will replace the current rating strategy of Council, once it is adopted by Council. In the plan, Council commits to maintain future rates increases at or within the capped rate as determined by the Minister for Local Government. No change is made to the current rating differentials in the plan (rating differentials remain at Residential vacant land: 125%; Commercial: 130%; and Tourist accommodation: 110%).



Further, the Revenue and Rating Plan set out various concessions Council offers to ratepayers facing financial hardship. These concessions have been updated taking into consideration feedback received from the Victorian Ombudsman investigating ratepayers in financial hardship.

Changes to the Draft Revenue and Rating Plan

During the exhibition period, the following changes have been made to the draft Revenue and Rating Plan.

- Page 3 – Referred to the *Local Government Act 1989*, instead of the *Local Government Act 2020*. Despite the introduction of the new *Local Government Act 2020*, the 1989 Act remains the legislation applicable to rating matters;
- Page 5 – Included details of the rates payments channels; and
- Page 21 – Replaced Metropolitan Fire Brigade (MFB) and Country Fire Authority (CFA) with Fire Rescue Victoria.

The following Council policies also have been reviewed and updated in line with the Final Revenue and Rating Plan, and included under the agenda item 16.4 for Council approval.

- CP031 Rates Assistance
- CP038 Waste Management
- CP041 Residential Vacant Land Rate

Options

Option 1 – endorse the final Revenue and Rating Plan as presented.

Option 2 – request Officers to make further amendments to the Final Revenue and Rating Plan.

COMMUNICATIONS AND ENGAGEMENT

Community Engagement



At the Council meeting held on Wednesday 28 April 2021, Council resolved to give public notice that it had prepared a draft Revenue and Rating Plan and resolved to exhibit the document for the period commencing on Thursday 29 April 2021 and concluding at 5:00pm on Friday 21 May 2021, in line with Council policy CP003, Community Engagement.

During the public submission period, the Mayor and officers presented key aspects of the draft Revenue and Rating Plan. At the community session held on 10 May 2021, there was an opportunity for questions on the draft plan to be answered by the Mayor and Council officers.

At the close of public submissions on 21 May 2021, there was no public submissions received in relation to the draft Revenue and Rating Plan.



Collaboration

The proposed Revenue and Rating Plan has been prepared based on the Local Government Revenue and Rating Plan Guide.

GOVERNANCE CONTEXT

Relevant Law

The Revenue and Rating Plan has been prepared under the *Local Government Act 1989*.

Charter of Human Rights

Not directly applicable.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires a Gender Impact Assessment to be undertaken when Council develops or reviews any Council policy, program or service that has a direct and significant impact on the public.

Has a Gender Impact Assessment been undertaken in respect of the matters in this Council Report?

No; while the Revenue and Rating Plan has a direct and significant impact on the public, officers did not have the time or resources to undertake a meaningful Gender Impact Assessment at this time on the Plan.

Regional, State and National Plans and Policies

Not applicable.

Council Plan Alignment

The Revenue and Rating Plan is in line with the Council Plan 2017–2021 strategic objective “Maintain a cohesive, well governed, financially sustainable and independent Borough” and the key strategy “Provide transparent and accountable governance and meet all legislative requirements.”

Legal and Risk Implications

The plan set outs whether Council has adequate and reliable income sources to finance the strategic objectives in the Council Plan.

Related Documents

Council Plan 2017–2021

Disclosure of Interest

No officer involved in the preparation of this report has any conflicts of interest.



CONSIDERATIONS

Environmental Sustainability

The Revenue and Rating Plan provides information in relation to income sources available to Council in discharging its commitment to Environmental Sustainability.

Financial and resource implications

The Revenue and Rating Plan will support Council in meeting its obligations of economic sustainability and ongoing financial viability.

Innovation and Continuous Improvement

Additional information has been provided in an easy-to-understand manner to enhance the transparency of Council's revenue and rating framework.

IMPLEMENTATION

Operational Impacts

The availability of sustainable reliable income sources shapes the extent and quality of the level of services Council offer.

Implementation Process

The Revenue and Rating Plan will be implemented through the annual financial budget.

ATTACHMENTS

1. Revenue and Rating Plan (Appendix 4)
-



16.3 Provision of Trade Services Panel – Contract 2021/03

File: QG 052-03-2021/03

Author: Special Projects Officer

Portfolio: Governance & Performance

Portfolio Holder: Cr Salter

PURPOSE

The purpose of this report is to present the Provision of Trade Services – Panel tender evaluation to Council. This report details the evaluation process and makes recommendation for the appointment of contractors to the Trade Services Panel.

EXECUTIVE SUMMARY

The provision of trade services panel contract is in line with the Council Plan 2017–2021 strategic objective “Maintain a cohesive, well governed, financially sustainable and independent Borough” and the key strategy “Provide transparent and accountable governance and meet all legislative requirements.”

Tenders were advertised in March 2021 for interested trade services providers to participate in the Borough of Queenscliffe’s Trade Service Panel. The benefits of forming of a Trade Services Panel include more efficient management of Council’s public assets and reduced risk of non-compliance with the regulatory framework relevant to procurement.

A total of 26 tenders were received in response to the tender request which covered the provision of service for 9 different trades. The evaluation of tenders has resulted in a recommendation to appoint 17 providers. The recommended Trade Service Panel is presented in **Confidential Appendix a Recommended Trade Services Panel – Preferred Tenderers**. The number of trades being sought as part of the panel was reduced from 9 to 8 as submissions were received for fencing services.

OFFICER RECOMMENDATION

That Council:

1. Award Contracts 2021/03 – Provision of Trade Services – Panel to the preferred tenderers listed in Confidential Appendix 5a – ‘Recommended Trade Services Panel – Preferred Tenderers’ for the Provision of Trade Services – Panel.
 2. Delegate financial responsibility to the CEO to implement this resolution.
-



REPORT

BACKGROUND

Council officers utilise a number of trade services to maintain and repair various assets throughout the Borough of Queenscliff. Trade services are currently engaged via a quotation process for values under the tender thresholds as set out in the Local Government Act 1989 (the Act) and in accordance with Council's Procurement Policy (the Policy).

In an effort to improve efficiency while maintaining compliance with Council's Policy and the Act, Council has advertised for interested trades to participate in a panel of pre-approved service providers. Trade services providers have been requested to tender their schedule of rates for the provision of their respective services. The service providers have been evaluated against both financial and non-financial criteria. It is intended that successful tenderers will be included within the panel of trade service providers. Officers will have the ability to select from this panel to engage service providers to undertake works knowing that the provider meets all Borough of Queenscliff requirements.

This approach ensures that all works have been subject to a competitive process as required by Council's policy and the Act while providing efficiencies in engaging trade services for small to medium value tasks. The trade services panel approach also mitigates the risk of 'spending creep' where Council may unwittingly exceed a procurement value threshold of either its policy or the Act through multiple engagements of a supplier for closely related tasks with similar scope.

Typically the maintenance of Council's public assets, particularly buildings requires many small services to be undertaken to respond to maintenance and repair needs. The individual service engagements are typically low in value however have the potential to aggregate over time to be of significant value. Without the benefit of a Trade Service Panel each time a trade service is engaged a quotation process must be undertaken. This is time consuming for both the successful and unsuccessful service providers submitting quotations as well as an administrative burden within council.

For larger service engagements it is important the officer maintains the ability to use discretion when selecting the best method of engagement to achieve the best value for the community. The proposed Trade Service Panel arrangements maintain Council's right to approach the market for an independent quotation or tender process for larger service engagements or projects to ensure best value is achieved. The Trade Services Panel will be embedded within the relevant Council policy and procedural framework to ensure its effective utilisation.

DISCUSSION

A tender inviting trade service providers to participate in Council's Trade Services Panel was advertised on Wednesday 17 March 2021 and Saturday 20 March 21 in the Geelong Advertiser and Tenderlink. A total of 56 companies downloaded the tender documents from Tenderlink. The number of tenders received by the closing of tenders at 2pm Thursday 8 April 2021 was 26.

The request for tender included the following services for inclusion on Council's Trade Services Panel.



1. Building, Carpentry and Joinery
2. Electrical and Data Services
3. Plumbing and Gas Fitting
4. Painting
5. Air Conditioning and Heating
6. Handy Person Services
7. Fencing
8. Pest Control for Buildings
9. Concreting

A list of the tender submissions received is presented in Confidential **(Appendix 5b)** Tender Submission Received.

Tenders were evaluated by the Tender Evaluation Panel using the pre-determined evaluation criteria and weightings detailed below. The evaluation was undertaken having regard to the qualitative criteria and costs as set out in the tender documentation, the content of each tender submissions, reference checks and further investigations and clarifications sought by the evaluation panel.

Evaluation Criteria

<u>Criteria</u>	<u>Weighting</u>
Experience and Performance	25%
Methodology and Management Systems	15%
Local Content	10%
Customer Service	10%
Price	40%
<u>Total</u>	<u>100%</u>

The nominated Tender Evaluation Panel consisted of:

Mr Peter McLean – Roads & Infrastructure Engineer

Mr Stuart Hansen – Special Projects Officer

Ms Narda Partington – Procurement Officer (Contract)

Details of the Tender Evaluation Panel's evaluation are included in the confidential **(Appendix 5c)** Evaluation of Contract 2021/03 Trade Services Panel.

A recommended Trade Services Panel detailing the preferred tenderers against the respective trade services which they are proposed to be appointed for within the panel is presented in Confidential **(Appendix 5a)** Recommended Trade Services Panel – Preferred Tenderers.

The proposed contract to be offered to the preferred tenderers is for an initial three year period with an ability to extend the contract for a further 2 by 1 year periods at Council's discretion.



COMMUNICATIONS AND ENGAGEMENT

Community Engagement



Not applicable.

Collaboration

It has been determined that a collaborative approach with other municipalities for this procurement process would not provide the optimal outcome for the Borough of Queenscliffe community and local trade services providers.

GOVERNANCE CONTEXT

Relevant Law

Council is required by the *Local Government Act 1989* to ensure that procurement for services over the designated thresholds are subject to a public competitive process. The *Local Government Act 1989* also requires compliance with Council's Procurement Policy.

This procurement process and the development of a Trade Services Panel ensures Council continues to comply the requirements of the *Local Government Act 1989*.

Charter of Human Rights

This report has had consideration to, and complies with, the Charter of Human Rights and Responsibilities Act 2006.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires a Gender Impact Assessment to be undertaken when Council develops or reviews any Council policy, program or service that has a direct and significant impact on the public.

It is considered a Gender Impact Assessment is not required to be undertaken regarding the procurement process for the Trade Services Panel.

Regional, State and National Plans and Policies

Nil.

Council Plan Alignment

The development of a trade services panel responds to the following strategic objectives within the 2017–2021 Council Plan:



Objective 5: Governance and Performance

- Provide transparent and accountable governance and meet all legislative requirements.
- Ensure the continuing financial sustainability and independence of the Borough.

Objective 3: Community Wellbeing

- Encourage procurement practices that increase employment opportunities for local residents.

Legal and Risk Implications

The evaluation process has been used to minimise risk of poor quality work or non-delivery of work by ensuring that an appropriate and capable panel of contractors is recommended for appointment.

As part of the tender process tenderers were required to supply documentation on their Occupational Health and Safety, Quality, Environmental and Risk Management systems. The preferred tenderers have all documentation necessary to evidence that the tenderer has satisfactory systems in place to manage both the contractors and Council's risks in the delivery of their respective services.

The development of the Trade Services Panel addresses the risk of the aggregated spend with a single supplier exceeding quotation and tender thresholds without the appropriate procurement process being undertaken. This can occur when a supplier is unknowingly engaged by multiple officers for works that have a similar nature. The Trade Services Panel mitigates this risk by undertaking a competitive public tender process to provide a panel of pre-approved contractors prior to expenditure being committed.

Related Documents

Not applicable.

Disclosure of Interest

No officer involved in the tender evaluation process and the preparation of this report has any direct or indirect interests.

CONSIDERATIONS

Environmental Sustainability

Not applicable.

Financial and resource implications

The contract to be offered to the preferred tenderers is proposed to be a three year schedule of rates contract with provision for rise and fall and may be extended for a further 2 by 1 year periods at Council's discretion.

The purpose of the tender panel is to assist officers in delivering budgeted maintenance and repair activities more efficiently. No additional budget is required to award this contract.



Innovation and Continuous Improvement

Not applicable.

IMPLEMENTATION

Operational Impacts

Not applicable.

Implementation Process

- Council resolve to award contracts to the preferred service providers nominated in **(Appendix 5a)** – Recommended Trade Services Panel – Preferred Tenderers for inclusion on the trade Services Panel.
- Contracts are finalised and executed between Council and the successful tenders. Subject to the resolution of Council to provide financial delegation to the CEO, the CEO executes the 17 Contracts on behalf of Council.
- Unsuccessful tenderers are notified.
- The Trade Service Panel is embedded in to the procurement process for trade services.

ATTACHMENTS

1. Recommended Trade Services Panel – Preferred Tenderers (**Confidential** Appendix 5a)
 2. Tender Submissions Received (**Confidential** Appendix 5b)
 3. Evaluation of Contract 2021/03 Trade Services Panel (**Confidential** Appendix 5c)
-



16.4 Review of Council Policies

File: Q055.01.12

Co-Authors: Executive Project Officer & Manager Financial Services

Portfolio: Governance & Performance

Portfolio Holder: Cr Susan Salter

PURPOSE

The purpose of this report is to consider five revised Council policies, and a recommendation that one policy to be revoked:

- CP031 Rates Assistance
- CP038 Waste Management
- CP041 Residential Vacant Land Rate
- CP048 COVID-19 Financial Hardship
- CP029 Use of Council Facilities
- CP026 Outsourcing (to be revoked)

EXECUTIVE SUMMARY

This report responds to a number of objectives and strategies contained in the 2017-2021 Council Plan, namely Strategic Objective 5: Governance and Performance to 'Maintain a cohesive, well governed, financially sustainable and independent Borough.'

CP031 Rates Assistance, CP038 Waste Management and CP041 Residential Vacant Land Rate have been presented to the Audit and Risk Committee for feedback.

CP048 COVID-19 Financial Hardship and CP026 Outsourcing have been reviewed by a number of Council Officers.

CP029 Use of Council Facilities has been developed to standardise arrangements for use of Council Facilities.

OFFICER RECOMMENDATION

1. That Council adopt the following revised Council policies as presented:

- CP031 Rates Assistance
- CP038 Waste Management
- CP041 Residential Vacant Land Rate
- CP048 COVID-19 Financial Hardship
- CP029 Use of Council Facilities

2. That Council revoke Council policy CP026 Outsourcing.



REPORT

BACKGROUND

Good governance is a core role of Council and the timely and regular review of Council policies is essential to ensuring that current and relevant direction and guidance is available to Council and its officers in relation to the core corporate governance functions of Council.

The establishment of Council policies, typically reviewed on a cyclical basis, is influenced by a range of considerations, such as:

- Ensuring compliance with legislative requirements;
- Alignment with best practice guidelines applicable to the local government sector and/or business;
- Implementing internal and external audit recommendations; and
- Conveying Council's strategic intent to the organisation and/or the community in relation to a Council function or responsibility.

DISCUSSION

CP031 Rates Assistance – Revised

This policy was first adopted by Council on 25 March 2015, and last reviewed on 26 October 2017. The purpose of this policy is to ensure Council is sensitive and responsive to ratepayers experiencing financial hardship, by establishing a mechanism through which Council can offer some form of financial relief to ratepayers experiencing financial difficulty in meeting payments for general rates, waste management charges and other rates and charges.

During the review process of this policy, the feedback received from the Victorian Ombudsman investigating ratepayers in financial hardship and recommendations of the Local Government rating system review, have been considered.

The key changes include:

- removal of the last 2 paragraphs from the Purpose, as they do not add value to the opening paragraph, making the purpose more succinct;
- expanding the definition for "Hardship";
- clarifying that no interest is to be charged if rates and charges are deferred due to financial hardship;
- clarifying that hardship assistance will not be restricted to a period of 12 months and that the period of assistance to be determined case by case basis but will be reviewed every 12 months;
- that Council will consider to waive rates and charges subject to conditions stipulated in the policy. Conditions inserted for waiver of interest and waiver of rates to provide clarity around the difference between the two;
- Insert new section regarding recommendation and approval process and clarifying that if the applicant is not satisfied with the advice, Council to seek an opinion from an independent financial counsellor; and
- some minor wording and formatting changes to make it easier to understand.



CP038 Waste Management – Revised

This policy was first adopted by Council on 26 October 2017. The purpose of this policy is to outline the arrangements for waste management services provided to properties in the Borough of Queenscliffe that are entitled to receive such services and to raise revenue in an equitable manner, in accordance with Council's adopted budget and adopted rating strategy, to fully recover the cost of Council's kerbside, green and public waste services.

The key changes include:

- updating the reference from the *Local Government Act 1989* to the *Local Government Act 2020*;
- inserting definitions for "Electronic waste" and "Residential vacant land";
- clarification that Council not only provides kerbside services for properties, but also provides a public waste service;
- clarification that kerbside waste and green waste is available to residential premises, rated as General Rate properties and residential premises, rated as Tourist Accommodation; properties (all residential properties are charged for this service), and reiterating who it is not available to;
- clarity that non-rateable residential premises operating purely for not for profit purposes are now eligible to request kerbside bins and green waste bins;
- clarity that owners of vacant residential land rated property will be responsible for the cost of any replacement bin due to theft or damage;
- clarity that administration costs of waste management services are to be included in waste management charges in the future, resulting in removal of clauses/paragraphs relating to additional charges;
- clarification of the limit (\$15,000) of surplus funds retained for council to meet actual costs incurred by Council for the year for each category of waste;
- updating reference to the new Local Law; and
- some minor wording and formatting changes to make it easier to understand.

CP041 Residential Vacant Land Rate – Revised

This policy was first adopted by Council on 1 March 2018. The purpose of this policy is to outline the objectives and principles applied in Council's identification of residential vacant land, and the subsequent application of a residential vacant land rate in accordance with Council's adopted Rating Strategy and its adopted Budget.

The key changes to the policy are:

- Updating the definitions to 'Residential Land' and 'Residential Vacant Land';
- Adding a time limit for ratepayer to advise council of the status of the property; and
- Updating office title to 'Rates Coordinator' from 'Rates and IT Coordinator'.

CP048 COVID-19 Financial Hardship – Revised

This policy was first adopted by Council on 23 April 2020 in response to the COVID-19 pandemic. The purpose of this policy is to:

- set out the temporary measures the Borough of Queenscliffe will adopt to provide assistance to ratepayers experiencing financial hardship due to the COVID-19;
-



- establish assistance measures that minimise post emergency financial stress for ratepayers; and
- extend the principles with the current Rates Assistance Policy through this policy to all rateable properties within the Borough of Queenscliffe.

The key changes to the policy are:

- changes to the definition of financial hardship for businesses;
- replaced state of emergency with COVID 19 pandemic;
- extend the current concessions until 30 June 2022, subject to the same conditions; and
- some minor wording changes to make it easier to understand.

CP029 Use of Council Facilities

CP029 Commercial, Community and Mixed Use Leases was last reviewed on 23 August 2018. The purpose of this revision of that policy is to provide a consistent framework for the use of Council owned and managed land and facilities by setting out principles applying to such use. It is not intended to be a rigid set of rules, but rather a framework that assists council in participating in fair and equitable discussions with all types of users.

Council officers recommend its name change to CP029 Use of Council Facilities and have significantly rewritten the policy to better outline the aspects of developing agreements for the use of Council facilities.

The policy covers the following aspects of developing Agreements for the use of Council property:

- Types of Agreements
- Terms
- Categories of occupiers
- Usage charges; and
- Usage principles
- Transition to the policy as existing leases expire

In summary, the policy provides a scaled framework for Council charges and services depending on the capacity and the public benefit provided by the occupier. It also introduces the principle of community health and wellbeing in entering facility agreements.

CP026 Outsourcing – to be revoked

This policy was first adopted by Council on 30 October 2013, and last reviewed on 27 July 2016. The purpose of this policy was to articulate requirements when considering outsourcing a service.

Upon review of this policy by Council officers it became evident that this was an operational procedural matter, not a higher overarching Council issue. Council's CP013 Procurement is the overarching policy to which this procedure should sit under. Both the Local Government Act 1989 and 2020 prescribe that operational issues are the responsibility of the Chief Executive Officer. Therefore it is recommend that this CP026 Outsourcing be revoked as a Council policy and prepared as an internal standard operating procedure for the approval of the Chief Executive Officer.



Options

Option 1 – adopt the revised policies as presented.

Option 2 – request Officers to make further amendments to the policies.

COMMUNICATIONS AND ENGAGEMENT

Community Engagement



All Council policies are published on Council's website under the 'council – publications, strategies and reports' tab and are communicated internally to all staff.

Collaboration

Not Applicable.

GOVERNANCE CONTEXT

Relevant Law

Local Government Act 2020 – Part 4 Planning and financial management.

Charter of Human Rights

This report has had consideration to, and complies with, the Charter of Human Rights and Responsibilities Act 2006.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires a Gender Impact Assessment to be undertaken when Council develops or reviews any Council policy, program or service that has a direct and significant impact on the public.

Has a Gender Impact Assessment been undertaken in respect of the matters in this Council Report?

No; while these Council Policies have a direct impact on the public, the proposed changes to them are not considered sufficiently significant to require a Gender Impact Assessment.

Regional, State and National Plans and Policies

Not Applicable.

Council Plan Alignment

Strategic Objective 5 Governance and Performance - Maintain a cohesive, well governed, financially sustainable and independent Borough.

- Provide transparent and accountable governance and meet all legislative requirements
 - ensure the continuing financial sustainability and independence of the Borough
-



Legal and Risk Implications

The absence of clear policies, relating to good governance practices, increases the risk that relevant legislative provisions may not be complied with and current practices may not be transparent. Financial and non-financial (social and environmental) risks were considered in this review of an existing Council policy for Council adoption.

Related Documents

As per referenced in each individual policy.

Disclosure of Interest

No officer involved in the preparation of this report has any conflicts of interest.

CONSIDERATIONS

Environmental Sustainability

Key policy reviews also provide the opportunity for constant assessment of environmental risks to the organisation, which assist in limiting unnecessary exposure to risk.

Financial and resource implications

Key policy reviews provide the opportunity for constant assessment of the financial and non-financial risks to the organisation, which assist in limiting unnecessary exposure to risk.

Innovation and Continuous Improvement

Not applicable.

IMPLEMENTATION

Operational Impacts

The tasks associated with the policies are within the normal program area responsibilities and it is not envisioned to impose any additional operational impact.

Implementation Process

Not applicable.

ATTACHMENTS

1. CP031 Rates Assistance (Appendix 6a)
 2. CP038 Waste Management (Appendix 6b)
 3. CP041 Residential Vacant Land Rate (Appendix 6c)
 4. CP048 COVID-19 Financial Hardship (Appendix 6d)
 5. CP029 Use of Council Facilities (Appendix 6e)
 6. CP026 Outsourcing – to be revoked (Appendix 6f)
-



16.5 Risk Register and Review of Risk Management Policy

File: Q055.01.12

Co-Authors: Executive Project Officer
GM Organisational Performance & Community Services

Portfolio: Governance & Performance

Portfolio Holder: Cr Susan Salter

PURPOSE

The purpose of this report is to consider the Borough of Queenscliffe Risk Register (**Appendix 7b**) and Council policy CP017 Risk Management (**Appendix 7a**).

EXECUTIVE SUMMARY

This report responds to a number of objectives and strategies contained in the 2017–2021 Council Plan, namely:

- Strategic Objective 5 Governance and Performance Maintain a cohesive, well governed, financially sustainable and independent Borough.

The Risk Register details the risks Council faces across a range of dimensions, the actions that have been scheduled to address those risks and progress against those actions.

The revised CP017 Risk Management provides the framework for dealing with risk, including the establishment of the Risk Register, and is coincidentally tabled with the Risk Register in this report as the policy was due for its scheduled review at this time.

OFFICER RECOMMENDATION

1. That Council adopt the following revised Council policies as presented:
 - CP017 Risk Management
 2. That Council note the Risk Register.
-



REPORT

BACKGROUND

Good governance is a core role of Council and the timely and regular review of Council policies is essential to ensuring that current and relevant direction and guidance is available to Council and its officers in relation to the core corporate governance functions of Council.

The establishment of Council policies, typically reviewed on a cyclical basis, is influenced by a range of considerations, such as:

- Ensuring compliance with legislative requirements;
- Alignment with best practice guidelines applicable to the local government sector and/or business;
- Implementing internal and external audit recommendations; and
- Conveying Council's strategic intent to the organisation and/or the community in relation to a Council function or responsibility.

Equally, good governance includes awareness of and planned responses to risks that face that organisation.

DISCUSSION

CP017 Risk Management – revised

This policy was first adopted by Council on 20 February 2001 and last reviewed on 14 December 2018. The purpose of this policy is to outline the policy, process and elements of the Borough of Queenscliffe's risk management policy which enables the Borough of Queenscliffe to manage its risks efficiently and effectively.

During the review process of this policy, feedback received from officers during the review of a risk framework, have been considered.

Key changes are:

1. removed reference to General Manager Organisational Performance and Community Services, and referred to the Risk Manager;
2. update name of audit committee to Audit and Risk Committee;
3. insertion of new clause 3.5.4 Performance measures;
4. insertion of new clause 3.5.5 Training; and
5. renumbering of clauses thereafter.

Coinciding with the review of the Risk policy was a review of the Risk Register. Key changes to the Risk Register sees the addition of two new risks, those being:

1. the risk of the organisational structure negatively impacting the performance of the office; and
2. the risk of the IT Strategy implementation not being successful.



Risk Register

The Risk Register was adopted in its current form in 2017. It classifies risks under the following broad dimensions:

- Leadership
- People
- Governance
- Financial
- Compliance
- IT
- Health & Safety
- Assets & Infrastructure
- Catastrophic

For each dimension the Register considers the factors that contribute to risks in that area, what is being done to control the risk, and then rates the likelihood of the risk occurring and consequence of the risk in accordance with a template. It then considers what additional actions could be taken to reduce the risk, and allocates responsibilities and timelines.

The Risk Register also contains a dashboard which illustrates the number of high, medium and low risks over time, providing a basis for consideration of performance, and provides a visual map of the planned effectiveness of the scheduled actions.

The Risk Register indicates that since September 2019, within the nine risk categories the Borough has reduced its classified High Risks from three to one, maintained its Medium Risks at six and increased its Low Risks from zero to 2.

Three bodies play formal and critical roles in the development of the Risk Register. The internal staff Compliance Committee, which is drawn from across the Borough at all levels of the organisation, reviews risks to the Borough monthly as part of its range of duties. It makes recommendations to the Executive Management Team who separately review and make changes to the Register. Next, the Risk Register is referred to the external Audit & Risk Committee which has an obligation to consider the document before referring it to Council for adoption.

At its meeting on 7 June 2021 the Audit & Risk Committee resolved to recommend to Council that the Risk Register be adopted.

Options

Option 1 – adopt the revised policy and note the Risk Register.

Option 2 – request Officers to make amendments to the policy and/or the Risk Register.

COMMUNICATIONS AND ENGAGEMENT



Community Engagement



All Council policies are published on Council's website under the 'council – publications, strategies and reports' tab and are communicated internally to all staff.

Collaboration

Not Applicable.

GOVERNANCE CONTEXT

Relevant Law

Local Government Act 2020 – Part 4 Planning and financial management.

Charter of Human Rights

This report has had consideration to, and complies with, the Charter of Human Rights and Responsibilities Act 2006.

Gender Equality Act 2020

The *Gender Equality Act 2020* requires a Gender Impact Assessment to be undertaken when Council develops or reviews any Council policy, program or service that has a direct and significant impact on the public.

Has a Gender Impact Assessment been undertaken in respect of the matters in this Council Report?

No; while a review of the Risk Register is not considered to have sufficiently direct and significant impact on the public to require a Gender Impact Assessment.

Regional, State and National Plans and Policies

Not Applicable.

Council Plan Alignment

Strategic Objective 5 Governance and Performance – Maintain a cohesive, well governed, financially sustainable and independent Borough.

- Provide transparent and accountable governance and meet all legislative requirements; and
- ensure the continuing financial sustainability and independence of the Borough.

Legal and Risk Implications

The absence of clear policies, relating to good governance practices, increases the risk that relevant legislative provisions may not be complied with and current practices may not be transparent. Financial and non-financial (social and environmental) risks were considered in this review of an existing Council policy for Council adoption.



Related Documents

As referenced in CP017 Risk Management.

Disclosure of Interest

No officer involved in the preparation of this report has any conflicts of interest.

CONSIDERATIONS

Environmental Sustainability

Key policy reviews also provide the opportunity for constant assessment of environmental risks to the organisation, which assist in limiting unnecessary exposure to risk.

Financial and resource implications

Key policy reviews provide the opportunity for constant assessment of the financial and non-financial risks to the organisation, which assist in limiting unnecessary exposure to risk.

Innovation and Continuous Improvement

The actions detailed in the Risk Register constitute innovation and continual improvement.

IMPLEMENTATION

Operational Impacts

The tasks associated with the policy and the Risk register are within the normal program area responsibilities and it is not envisioned to impose any additional operational impact.

Implementation Process

Not applicable.

ATTACHMENTS

1. CP017 Risk Management (Appendix 7a)
 2. Borough of Queenscliffe Risk Register (Appendix 7b)
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17. AUTHORISATION OF SIGNING & SEALING OF DOCUMENTS

17.1 Queenscliff Boat Ramp Upgrade – Contract 2021/07

At the Ordinary Meeting of Council held on 19 May 2021, Council resolved to sign and seal the Queenscliff Boat Ramp Upgrade – Contract 2021/07.

Council applied the Common Seal to the above contract on 10 June 2021.

18. QUESTIONS WITHOUT NOTICE

18.1 Questions Without Notice Status Update

OFFICER RECOMMENDATION

That the Questions Without Notice Status Update, as presented in Adjunct to Item 18.1, be noted.

18.2 Questions Without Notice

19. LIST OF COUNCIL MEETINGS

All Council Meetings are held at the Council Offices, 50 Learmonth Street, Queenscliff unless otherwise indicated.

PLANNING REVIEW MEETING
Wednesday 14 July 2021 at 7:00pm (if required)

COUNCIL MEETING
Wednesday 28 July 2021 at 7:00pm



20. CLOSED SESSION OF MEETING

Time: _____pm

OFFICER RECOMMENDATION

That, in accordance with sections 66(1) and 66(2)(a) of the Local Government Act 2020, the meeting be closed to members of the public for the consideration of the following confidential items:

19.1 Confirmation of 19 May 2021 Confidential Council Meeting Minutes

This agenda item is deemed to contain confidential information as per section 3(1)(h) of the Local Government Act 2020 as it contains confidential meeting information, being the records of meetings closed to the public under section 66(2)(a). This ground applies as the Council minutes being confirmed are for matters that have previously been deemed confidential.

Time: _____pm

OFFICER RECOMMENDATION

That Council reopen the meeting and resume standing orders.

21. RATIFICATION OF CONFIDENTIAL ITEMS

OFFICER RECOMMENDATION

That the decisions made in camera be ratified by Council.

22. CLOSE OF MEETING

The meeting closed at:



ADJUNCT TO 7 – RECORD OF ASSEMBLY OF COUNCILLORS

An Assembly of Councillors is a meeting of an advisory committee of the Council, if at least one Councillor is present, or a planned or scheduled meeting of at least half of the Councillors and one member of Council staff which considers matters that are intended or likely to be:

- the subject of a decision of the Council; or
- subject to the exercise of a function, duty or power of the Council that has been delegated to a person or committee.

An Assembly of Councillors does not include a meeting of the Council, a special committee of the Council, an audit committee established under section 139 of the *Local Government Act 1989* a club, association, peak body, political party or other organisation.

Attendees	Apologies	Time	Matters discussed	Conflict of interest disclosures
Meeting with the PLCA – 18 May 2021				
Queenscliff Town Hall				
Cr Ross Ebbels – Mayor Martin Gill, CEO David Kenwood Fay Agterhuis Lyne Furness	Nil	11:00am – 12:00pm	<ol style="list-style-type: none"> 1. Budget 2021/22 2. Point Lonsdale Maritime & Defence Precinct 3. Safety Crossings Point Lonsdale 4. Caravan Parks 5. Coastal Marine Management Plan 6. Point Lonsdale Tennis Club 7. Propose cycling & walking tracks Ocean Grove to Point Lonsdale 8. New 4 year Council Plan & 10 year Vision 	Nil
Assembly Meeting – 19 May 2021				
Queenscliff Town Hall				
Cr Ross Ebbels – Mayor Cr Donnie Grigau Cr Fleur Hewitt	Phillip Carruthers, GMOP&CS	2:30pm – 5:00pm	<ol style="list-style-type: none"> 1. Lighthouse Arts Collective 2. Local Government Power Purchase Agreement (VECO) update 3. Local Planning Framework 	Nil



Attendees	Apologies	Time	Matters discussed	Conflict of interest disclosures
Cr Michael Grout Cr Susan Salter Martin Gill, CEO Johann Rajaratnam, GMPI Suzie Wyllie, LAC Emma Crofts, LAC Paul Petran, LAC Stuart Hansen, SPO Brydon King, CP Dinah O'Brien, PPL		2:30pm – 3:15pm 2:30pm – 3:15pm 2:30pm – 3:15pm 3:20pm – 3:30pm 3:30pm – 5:00pm 3:30pm – 5:00pm	4. Planning Briefing <ul style="list-style-type: none">2020/070 – 34 Kirk Rd, Point Lonsdale2021/024 – 69 Stokes St, Queenscliff	
Assembly Meeting – 2 June 2021 Via videoconference (Zoom)				
Cr Ross Ebbels – Mayor Cr Donnie Grigau Cr Fleur Hewitt Cr Michael Grout Cr Susan Salter Martin Gill, CEO Johann Rajaratnam, GMPI Phillip Carruthers, GMOP&CS Gihan Kohobange, MFS Alex Tonkin, BSA	Nil	4:00pm – 5:40pm	1. Submissions to the Draft Budget 2021/22 2. Community Panel Process – Community Vision & Council Plan	Nil



Attendees	Apologies	Time	Matters discussed	Conflict of interest disclosures
Budget Submissions Hearing – 2 June 2021				
Via videoconference (Zoom)				
Cr Ross Ebbels – Mayor Cr Donnie Grigau Cr Fleur Hewitt Cr Michael Grout Cr Susan Salter Martin Gill, CEO Johann Rajaratnam, GMPI Phillip Carruthers, GMOP&CS Gihan Kohobange, MFS Alex Tonkin, BSA Mark Binks, GCPRA Theo Mantalvanos, QG David Connoley, QCA Terry Fogg, PLoNQ	Nil	6:00pm – 7:00pm	1. Hear submissions to the Draft Budget 2021/22	Nil
Attendees	Apologies	Time	Matters discussed	Conflict of interest disclosures
Assembly Meeting – 9 June 2021				
Queenscliff Town Hall				
Cr Ross Ebbels – Mayor Cr Donnie Grigau Cr Fleur Hewitt Cr Michael Grout Cr Susan Salter Martin Gill, CEO	Stuart Hansen, SPO	2:30pm – 5:45pm	1. Draft Budget submissions 2021/22 2. Related Parties Forms 3. Trade Services Panel 4. Planning Briefing: 69 Stokes Street, Queenscliff	Nil



Johann Rajaratnam, GMPI Phillip Carruthers, GMOP&CS Gihan Kohobange, MFS Alex Tonkin, BSA Adam Pendlebury, BSA Shelley Sutton, BSA Peter McLean, RIE Dinah O'Brien, PPL			5. Borough of Queenscliffe Social Housing Plan 6. Shortland's Bluff Management Options paper	
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Attendees	Apologies	Time	Matters discussed	Conflict of interest disclosures
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Assembly Meeting – 16 June 2021
Queenscliff Town Hall

Cr Ross Ebbels – Mayor Cr Donnie Grigau Cr Fleur Hewitt Cr Michael Grout Cr Susan Salter Martin Gill, CEO Johann Rajaratnam, GMPI Phillip Carruthers, GMOP&CS Gihan Kohobange, MFS Alex Tonkin, BSA Adam Pendlebury, BSA	Nil (via videoconference)	2:40pm – 5:20pm 2:40pm – 3:40pm 2:40pm – 3:40pm 2:40pm – 3:40pm	1. Final Budget 2021/22 2. Review of Policies: - CP048 Financial Hardship COVID 19 - CP031 Rate Assistance - CP038 Waste Management - CP041 Residential Vacant Land 3. Final Revenue & Rating Plan 4. Risk Register 5. Princess Park / Weeroona Pde toilet project update 6. Question time	Nil
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CEO - Chief Executive Officer	GMOP&CS General Manager, Organisational Performance and Community Services	GMPI – General Manager Planning & Infrastructure
ADO – Arts Development officer	BSA – Business Services Accountant	CCEC – Coordinator Community Engagement & Communications



CERP – Projects Officer, Climate Emergency Response Plan	CSC – Community Services Coordinator	EA – Executive Assistant to the CEO, Mayor and Councillors
EAGMPI – Executive Assistant General Manager Planning & Infrastructure	EAHR&CGC – Executive Assistant & HR and Corporate Governance Coordinator	ECDO – Economic & Community Development Officer
ECDPL – Economic & Community Development Program Leader	EPO – Executive Projects Officer	MFS – Manager Financial Services
ODCS – Organisational Development Customer Service & ICT services	PPL – Planning Program Leader	RC – Rates Coordinator
RIE – Roads & Infrastructure Engineer	SLEO – Senior Law Enforcement Officer	SPO - Special Projects Officer
TPTL – Tourist Park Team Leader (Acting)	CO – Communications Officer	



ADJUNCT TO 5.1 – PUBLIC QUESTIONS STATUS UPDATE

No public questions outstanding.

ADJUNCT TO 8.1 – NOTICE OF MOTION STATUS UPDATE

No Motions on Notice outstanding.



ADJUNCT TO 17.1 – QUESTIONS WITHOUT NOTICE STATUS UPDATE

Date	Question	Action	Status
19 May 2011	Question 1 From Cr Grigau Regarding the public relations support, other than the Queenscliff Gallery, what business owned by rate payers in the Borough benefit from the public relations support from Tourism Greater Geelong and the Bellarine?	Nil	Complete
	Response There are 75 businesses within the Borough of Queenscliffe that have a current membership with the Regional Tourism Association. Of that 49 businesses are rate payers and 26 are non-rate payers because they operate on crown land or government agency land or community organisation such as markets and festival.		
19 May 2021	Question 2 from Cr Grigau Of the actions outlined in the Climate Emergency Response Plan, how many of those actions are in the short term?	Officers are currently developing the Climate Emergency Response Plan Implementation Plan that will map out the spread of these short-term actions across four years, along with the partnership organisations involved in delivery of these actions.	Complete
	Response There are nine short-term Council actions to be implemented in 2021/2022. Council's Draft Budget has allocated \$80,000 for these short-term actions.		



Date	Question	Action	Status
	There are 26 short-term Council actions to be implemented within four years.		
