

Council Plan 2017–2021

Quarterly Report against 2019/20 Initiatives
as at 30 September 2019



Borough of Queenscliffe
Queenscliff & Point Lonsdale, Victoria, Australia

Strategic Objective 1:

Enhance community wellbeing by providing a safe environment where people are involved, healthy and active in recreation, arts and culture.

Portfolio: Community Wellbeing
Portfolio holder: Cr Susan Salter

2019/20 INITIATIVES	Responsibility	Quarter	Status
Implement the Borough of Queenscliffe's Health & Wellbeing Action Plan 2017-2021 and meet Council's statutory responsibilities related to public health standards	GMOP&CS	All	In Progress
During this quarter, Council completed 33 public health related compliance activities in line with our statutory obligations. Council has planned for staff training during the 16 days of Activism against Gender Based Violence as part of its community health and wellbeing activities and has promoted friendly ageing on the Bellarine.			
Provide an accredited, responsive aged support service with a 'zero waiting' list	GMOP&CS	All	In Progress
Council continued to maintain a 'zero waiting list' for the Aged Care Services within the Borough. In the period 1 July – 30 Sept 2019 the Aged Care Service provided 2,237 hours of service (2,597 visits) to 162 active clients across a range of services including domestic/personal care assistance, lawn and home maintenance, in home respite, social support, assisted transport and assessment.			
Continue to investigate and respond to the Federal Government policy changes to the Home and Community Care service	GMOP&CS	All	In Progress
Council continues to monitor and action the Federal Government policy changes as they are rolled out. Council has also maintained strong network connections with other local government authorities in the surrounding area as we seek to fully understand and transition through the aged care reform process. Council's Aged Care service is 'business as usual' while the Commonwealth Government continues to implement aged care reforms across Australia. The Borough of Queenscliffe is closely monitoring how councils across Victoria are responding to these policy and program changes, while working closely with the Municipal Association of Victoria, to determine the most suitable course of action in regards to our aged care services. Details regarding the national aged care policy reforms can be found at the following website: https://agedcare.health.gov.au/aged-care-reform			
Facilitate collaboration between local community and emergency service organisations in planning to improve safety in the Borough of Queenscliffe	GMOP&CS	All	In Progress
Council convenes and chairs the Municipal Emergency Management Planning Committee (MEMPC) which meets three times a year. Membership of the MEMPC extends across a wide range of emergency services agencies and other key service providers. The MEMPC is responsible for the Municipal Emergency Management Plan (MEMP) which includes identification of key risks to the municipality and personnel and procedures should an emergency occur. In July, Council officers and emergency services personnel participated in a tabletop emergency management exercise to test the Borough's MEMP.			
Provide a community grants and sponsorship program to support local clubs and community organisations	GMOP&CS	All	In Progress
The 2019/20 Community Grants program was completed in August 2019. Twelve grants totalling \$16,264.60 were awarded to local community groups to support community, art and cultural projects and activities that enhance the wellbeing and quality of life of people living in the Borough of Queenscliffe.			

Conduct public events that recognise the contribution of volunteers	GMOP&CS	3, 4	In Progress
Council's annual event to recognise volunteering is aligned with National Volunteer Week scheduled for May 2020. The 2020 Australia Day celebrations to be conducted in January 2020 will also recognise significant voluntary contributions in the Borough.			

Support local organisations to plan and implement community recreation, sport, and civic activities and events	GMOP&CS	All	In Progress
In the period to 30 September 2019, Council has supported the following local organisations in the planning, implementation and promotion of activities and events: <ul style="list-style-type: none"> • Queenscliff Music Festival; • Local primary schools' participation in Walk to School; • Queenscliffe Historical Museum, Queenscliff Bowling Tennis and Croquet Club, Uniting Church, Neighbourhood House, Fort Queenscliff, Queenscliffe Maritime Museum, Queenscliffe Historical Museum, Bellarine railway and Queenscliff Library as part of Victorian Seniors Festival 2019; and • The RSL for Vietnam Veterans Day, the HMAS Goorangai Commemorative Service and Remembrance Day. 			

Strategic Objective 2:

Play our part in protecting the local, national and globally significant values within our natural environment for future generations.

Portfolio: Environmental Sustainability

Portfolio holder: Cr Tony Francis (for first quarter 2019/20)

2019/20 INITIATIVES	Responsibility	Quarter	Status
Continue street tree and park planting programs that reflect the character of Queenscliff and Point Lonsdale	GMP&I	1,2	Completed
124 new street trees were planted in August 2019.			
Work with local and regional organisations to implement weed reduction programs	GMP&I	All	In Progress
Council works proactively with organisations including Conservation Volunteers Australia, Corrections Victoria, Bellarine Catchment Network, the Department of Environment, Land, Water and Planning (DELWP), Victorian Fisheries Authority, Geelong Environment Council and Parks Victoria in implementing weed removal and revegetation programs across the Borough.			
Support local organisations and volunteers undertaking projects designed to protect and enhance the natural environment	GMP&I	All	In Progress
<p>Council has a relationship with the following volunteer organisations:</p> <ul style="list-style-type: none"> • Conservation Volunteers Australia; • Geelong Environment Council; • Corrections Victoria; • Bellarine Catchment Network; and • Victorian Fisheries Authority. <p>Council has a strong partnership with the Bellarine Catchment Network (BCN) through which the Queenscliff Dog Beach is monitored for sand and dune changes. This has been extended to include sand monitoring at the Point Lonsdale front beach. The BCN and Council also support Bellarine Secondary College, Gordon TAFE, Brighton Grammar and Christian College Bellarine to undertake environment projects.</p> <p>Both Point Lonsdale Primary School and St Aloysius Primary School in Queenscliff continue conservation activities that were undertaken in past years whereby the schools provide a stewardship role over small areas of foreshore with weeding and revegetation as required.</p> <p>The Geelong Environment Council (Queenscliffe members) and the Borough of Queenscliffe continue a valuable relationship where occasional vegetation restoration along the escarpment below Citizens Park is undertaken. This work includes weed removal followed by revegetation with indigenous plants.</p>			
Work with local and regional organisations and neighbouring Councils to reduce waste and promote and increase recycling in the Borough and enhance the green waste disposal capacity of the region	GMP&I	All	In Progress
<p>Council has collected 2,537 tonnes of green waste through the kerbside garden bin service since its introduction in July 2015.</p> <p>Following on from the closure of Council's recycling contractor, SKM on 26 July 2019, as reported last quarter, Council diverted its recyclable material to landfill. Council continues to work in collaboration with neighbouring Councils on recycling arrangements for the future. Officers are expecting recyclable material processing to recommence in December 2019.</p>			

Continue to examine options for reducing hard waste to landfill	GMP&I	All	In Progress
Council officers have commenced a review of current waste management services in preparation for development of Council's Resource Recovery and Waste Management Strategy. Officers are aiming to have present the Strategy in the second quarter of 2020.			
Continue to implement the Council's Corporate Carbon Neutral Action Plan	GMP&I	All	In Progress
Council officers have worked with consultants to define Council's carbon emissions inventory boundary. This work clarifies which facilities, buildings and services Council should include in its annual greenhouse gas emissions calculations. Council is also participating in a feasibility study to understand the opportunities for a joint investment program into establishing a coordinated network of electric vehicle charging stations across Victoria. The project is a partnership between 55 regional, rural and metropolitan councils, the Victorian greenhouse alliances and the Electric Vehicle Council of Australia.			
Facilitate community participation in the Community Environment Alliance and promote new projects through implementing Council's small grants program	GMP&I	All	In Progress
Council progressed the following initiatives: <ul style="list-style-type: none"> Worked with Alliance partners, Bellarine Catchment Network and Swan Bay Environment Association to promote the annual community-planting day in July. Volunteers planted 350 plants from 20 different species of groundcover, mid-level shrubs and over-storey plants and removed weeds and litter from The Narrows carpark and surrounds. Continue working with volunteers from Transition Towns Queenscliffe to set the group's vision and objectives and plan sustainability events for 2020. 			
Continue to advocate with the City of Greater Geelong to State and Federal Government partners to seek funding to implement recommendations from the Geelong Queenscliffe Coastal Adaptation Program	GMP&I	All	In Progress
The State government is funding two projects under the Coastal Adaptation Program. These initiatives will firstly map the impacts of capital investment on expected inundation scenarios to inform option selection. This project is a joint initiative with the City of Greater Geelong. The second component of funding will map heat impacts in Queenscliffe with a view to assessing emergency management capacity and providing guidance on mitigation measures.			
Continue to advocate to the State Government for inclusion of Laker's Cutting into the RAMSAR listed Swan Bay site	GMP&I	All	In Progress
No initiatives undertaken in the last quarter other than a review of incoming data on pollution and sediment levels arising from the Point development.			
Conduct an organic food waste pilot	GMP&I	All	In Progress
Council officers have commenced preliminary planning for a FOGO trial to be delivered in 2020.			
Review Council's current hard waste service	GMP&I	All	In Progress
Council officers have commenced a review of current waste management services in preparation for development of Council's Resource Recovery and Waste Management Strategy. The Strategy will be presented to Council in the second quarter of 2020.			

Strategic Objective 3:

Foster a diverse and vibrant local economy.

Portfolio: Local Economy

Portfolio holder: Cr Ross Ebbels

2019/20 INITIATIVES	Responsibility	Quarter	Status
<p>Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows:</p> <p>a. Complete beach cleaning activities for major public events and at the Queenscliff Front Beach in the Summer, Easter and September School Holiday periods (Pillar 3: Activate and Masterplan the Queenscliff foreshore)</p>	GMP&I	2, 3 & 4	In progress
This initiative is currently underway as per scheduled cleans.			
<p>Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows:</p> <p>b. Produce a Foreshore Plan to identify priority actions to enhance the amenity and use of the foreshore and beaches and include the introduction of beach huts (Pillar 1: Activate and Masterplan the Queenscliff foreshore)</p>	GMP&I	1, 2, 3 &4	In Progress
Officers are currently undertaking a literature review with a view to developing a draft Marine and Coastal Management Plan (MCMP) document for community consultation in 2020. The Foreshore Plan is incorporated into MCMP.			
<p>Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows:</p> <p>c. Implement Council's procurement policy and practices to enhance opportunities for local businesses (Pillar 2: Encourage local collaborations to support 'Buy Local')</p>	GMOP&CS	2, 3,4	In Progress
Council's procurement policy was updated in June 2019. Council's procurement policy includes a commitment along with a set of principles to support local business which are applied all procurement activity. Quotations are sourced from local businesses wherever possible. Tenders also include a local content evaluation criteria. Council's procurement policy is reviewed annually with the next review scheduled for June 2020.			
<p>Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows:</p> <p>d. Advocate to all levels of Government to implement the Fort Queenscliff Tourism Master Plan (Pillar 3: Determine the future of Fort Queenscliff)</p>	GMOP&CS	All	In Progress
<p>The Fort Queenscliff Precinct Master Plan was completed and endorsed by Council in June 2015 following community consultation. This Master plan was funded by Federal, State and Local Government. The purpose of the Master Plan was to determine how the Fort could be transformed into an iconic and memorable tourism experience. The Master Plan is framed on four core principles, namely;</p> <ul style="list-style-type: none"> Remembering and respecting our history Opening up the Fort to the community Preserving the Fort's significant assets Building a vibrant and diverse local economy <p>The report recommendations requested officers to seek Federal and or State Government funding to prepare a Business Plan to provide a pathway for achieving the purpose and core principles of the Master Plan, noting that this is dependent on the Department of Defence evaluating its future role at Fort Queenscliff. Council successfully applied for \$235,000 assistance under the Regional Tourism Infrastructure Fund and following a public tender, Council appointed Deloitte to prepare the Fort Queenscliff Business Case.</p>			

A project Control Group (PCG) has been established to oversee the work being undertaken by Deloitte. The PCG has representation from the Council and Regional Development Victoria (RDV) and has arranged contact with Federal and State government departments to assist Deloitte in the Business Case preparation. The Business Case project is progressing in accordance with the adopted project plan.

Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows: e. Work with Queenscliff Music Festival, local businesses and community organisations to implement and enhance the Queenscliffe Winter Arts Festival (Pillar 3: Integrated arts and cultural experiences through festivals and galleries)	GMOP&CS	All	In Progress
Council resolved at 25 July 2019 Ordinary Meeting of Council to enter into a two year Sponsorship Agreement with the Queenscliff Music Festival, allocating an amount of \$60,000 each year for the administration, delivery and management of all aspects of the 2020 and 2021 Low Light Festival and requested officers to support the Queenscliff Music festival in the planning and delivery of the 2020 and 2021 Low Light festival.			

Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows: f. Enhance Council's sponsorship of local and public events (Pillar 3: Provide enabling support for fledgling events and experiences to grow)	GMOP&CS	All	In Progress
In the 2019/20 budget Council has a \$20,000 allocation for the sponsorship of community activities and events, in addition to the annual community grants program.			

Implement recommendations of the Borough of Queenscliffe Council's Economic Development Strategy, as follows: g. Seek advice on economic development priorities through Council's formal Advisory Committee and other stakeholders (Economic Development - Enabling the Strategy)	GMOP&CS	3,4	Yet to commence
Council's Economic Development Advisory Committee (QEDAC) is expected to meet in early 2020.			

Facilitate local businesses access to information and professional development opportunities	GMOP&CS	All	In Progress
<p>In this quarter Council has:</p> <ul style="list-style-type: none"> Facilitated the visit of Small Business bus in Point Lonsdale Promoted Tourism Greater Geelong and the Bellarine business training, including AFDO-Communications, Using Canva and Mailchimp, Collaborative Connections Hosted a free Australian Taxation Office workshop – Tax Essentials at the O Space in Queenscliff Participated in the Geelong Small Business Festival with a day long program of guest speakers, workshops and Question & Answer panel. Securing high profile key note speaker Emma Welsh resulted in a full page editorial spread Geelong Advertiser, promoting the event and the region. Continued production of the E-News business newsletter now incorporating a Tech Tips for business feature and welcome to new businesses Promoted the Wednesday Business Clinics at the O Space Queenscliff. 			

Advocate for and seek funding from other levels of Government to improve coastal infrastructure that enhances the local amenity and improves community and visitor experiences	GMP&I	All	In Progress
Officers have met with DELWP officers to determine responsibilities in relation to coastal infrastructure. Council has commenced rectification works on a number of access points along the Point Lonsdale Foreshore. Outstanding works yet to be funded by DELWP include the groynes, the rock revetment and an access ramp along the foreshore.			

Work with local businesses and community organisations, Tourism Greater Geelong and the Bellarine and Visit Victoria to promote tourism experiences in Queenscliff and Point Lonsdale	GMOP&CS	All	In Progress
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In this quarter Council:

- Worked with Tourism Greater Geelong and the Bellarine to promote the Thriving Ambition Queenscliff & Point Lonsdale industry development plan workshops
- Committed \$60K (x 2 over two years) to the Queenscliff Music Festival to support the continued development of Low Light
- Promoted Winter Wonderland ice skating at the Queenscliff Harbour
- Provided new local businesses with business to business promotion including Bellarine Country Butchers, Nellys at the Pier and Francesca Riccardo

Provide an accredited Visitor Information Centre service through the active involvement of volunteers	GMOP&CS	All	In Progress
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The Queenscliffe Visitor Information Centre (VIC) volunteers have attended to 5269 Walk In enquiries and 273 phone enquiries to date. The VIC arranged and hosted 9 Heritage Walk Guided tours with 78 participants. Overall 718 volunteer hours have been provided to the Visitor Information Centre in this quarter. The volunteers have been active in selling 24 Searoad Ferry tickets and provided an in-kind ticket service to local community groups and events such as Bellarine Lighthouse Theatre Group, the Queenscliffe Historical Museum and Fort Queenscliff. The Centre also recruited 2 new volunteers.

Receive and consider a 20 year Vision for the Borough of Queenscliffe from the Queenscliffe Economic Development Advisory Committee (QEDAC)	GMOP&CS	All	In Progress
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Council has allocated \$10,000 in the 2019/20 budget for the 20 year vision project. It is expected that the QEDAC will begin planning for this initiative in January 2020.

Strategic Objective 4:

Preserve and enhance the Borough as a special place through excellence of design and conservation of its rich culture and unique heritage.

Portfolio: Planning & Heritage
 Portfolio holder: Cr Boyce Pizzey

2019/20 INITIATIVES	Responsibility	Quarter	Status
Continue planning with the community to determine the future of the Borough's historic Avenue of Honour and how best to manage the replacement of trees along the Avenue	GMP&I	All	In Progress
Council has been briefed on the recommendation of the Avenue of Honour Reference Group in relation to the group's preferred species. Council is to consider this recommendation in the next quarter.			
Complete the review of the heritage provisions in the Queenscliffe Planning Scheme and the related amendment to the Planning Scheme	GMP&I	All	In Progress
Officers are reviewing an issues paper on heritage. Upon satisfactory completion of review, relevant citations for significant properties will be developed for inclusion within the scheme.			
Implement the priority recommendations of the 2017 Queenscliffe Planning Scheme Amendment (C27) by undertaking a review of the Neighbourhood Character provisions in the Queenscliffe Planning Scheme	GMP&I	All	In Progress
The heritage consultancy brief was advertised as a public tender and Lovell Chen has been appointed. Work on reviewing and revising the current heritage citations and heritage provisions has commenced. The first workshops were held on 22 May 2019 with sessions held for both practitioners and community. Council are awaiting delivery of the draft Issues Paper that is scheduled to be provided in September 2019. The Issues Paper is designed to summarise comments received during the May 2019 workshops and identify key issues for consideration by Council. The feedback from practitioners and the community will be an important reference point as the consultants undertake a detailed analysis of existing and proposed heritage citations within the Queenscliffe Planning Scheme.			
Promote local heritage through arts, cultural and reconciliation activities and events	GMOP&CS	All	In Progress
Council worked with local museums in the planning and promoting of events, screenings and activities for Heritage week scheduled for mid-October 2019.			
Promote Council's Heritage Fund to facilitate conservation of privately owned significant heritage assets	GMP&I	All	In Progress
This program is available to all property owners and offers low interest loans to approved applicants to facilitate restoration of Queenscliffe's iconic built heritage. During 2018/19 Council received one application for a loan which is currently being assessed. Planning officers have continued to advertise the availability of loans to perspective applicants, however, further work will be undertaken to advertise the scheme to encourage a greater number of applications during the 2019/20 financial year.			
Facilitate pre-application planning between Council and applicants considering a planning permit application related to properties with significant heritage values	GMP&I	All	In Progress
This is an ongoing requirement of council officers and is undertaken on an 'as needs' basis.			

Improve regulation of statutory planning compliance	GMP&I	All	In Progress
This is an ongoing requirement of council officers. In this quarter there were seven active planning compliance files.			

Implement Council's asset renewal and maintenance program to ensure the safe and effective use of Council owned and managed community buildings, open space and other infrastructure	GMP&I	All	In Progress
Building renewal has commenced with repair works to the roof at Queenscliff Maritime Museum and works scheduled for Fog Horn shed and Town Hall. Road resealing works will be in February/March 2020 (with which roads to be resealed to be assessed in November 2019). Playground renewal is due for Ganes Reserve in early 2020.			

Implement the Action Plan for historic coastal defence structures In Queenscliff and Point Lonsdale	GMP&I	All	In Progress
Repairs have been completed to two structures in Point Lonsdale. New fencing at lookout at Ocean View car park is scheduled to be completed before Christmas 2019.			

Strategic Objective 5:

Maintain a cohesive, well governed, financially sustainable and independent Borough.

Portfolio: Governance & Performance

Portfolio holder: Cr Bob Merriman

2019/20 INITIATIVES	Responsibility	Quarter	Status
Ensure that Councillor and Council officer behaviour complies with the respective Codes of Conduct	GMOP&CS	All	Compliant
<p>All Councillors, upon taking the oath of office, made the formal declaration to abide by the Councillor Code of Conduct and signed the necessary documentation, therefore meeting their obligations under the Local Government Act.</p> <p>All Borough of Queenscliffe Council staff sign the Council Staff Code of Conduct as part of the formal induction program in their initial week of employment. Both Councillor and Staff Codes of Conduct provide clear policy guidelines to inform acceptable and non-acceptable behaviour.</p>			
Ensure adherence to guidelines on prudent management of debt, cash and asset renewal	GMOP&CS	All	In Progress
<p>Council continues to maintain prudence with respect to the management of debt, cash and asset renewal. Total interest-bearing loans and borrowings on the Balance Sheet is \$46,174 as at 30 September 2019. Council has just the one loan which is due to mature in 2021 but has budgeted to take out a further loans totalling \$902,689 in the second half of the year. However, this strategy will be revisited during the midyear budget review process.</p> <p>Excluding the non-current assets classified as held for sale, the forecasted working capital ratios is 171% at 30 September 2019 which VAGO considers low risk. Cash balances (\$7.4 million) remain high at the end of the first quarter, due to the level of operating and capital projects for which funds are carried forward from 2018/19 and held in cash reserves to match expenditure as it is incurred.</p>			
Effectively manage public and organisational risk and meet all legislative requirements	GMOP&CS	All	Compliant
<p>Council has progressively reviewed its risk management framework and advanced required changes to risk management related policies, procedures and processes. To ensure Council's Risk Management practices continue to operate within the framework provided by AS/NZS ISO 31000:2009 for risk management, relevant legislation and Council strategy, Council conducts an ongoing audit review of its risk management functions to ensure they are appropriately controlled, reviewed and monitored. A revised risk management policy was adopted by Council at its 13 December 2018 Ordinary Meeting. A revised risk register was presented to Council's Audit Committee at its 9 September 2019 meeting. Council's risk committee meets monthly as part of Council's internal Compliance Committee.</p>			
Strengthen organisation development and workforce planning to more effectively meet community service expectations and statutory obligations	GMOP&CS	All	In Progress
<p>The CEO formally endorsed the Queenscliffe Council's 'People Plan' on 20 October 2017. The implementation of the Council's 'People Plan' continues to be supported by the Executive Team and staff. Council's Organisational Change Coordinator completed a review of the People Plan and its progress and this was presented to Council's Executive Management Team in May 2019. The remaining deliverables have been prioritised for implementation in 2019/20.</p>			

Produce and forward the Council Plan, Strategic Resource Plan, Performance Statement and Annual Budget to the Minister for Local Government 28 days following Council adoption and in accordance with statutory timeframes	GMOP&CS	4	In Progress
The timetable for preparing Council's draft 2020/21 Budget (including the Strategic Resource Plan) will be the subject of a Council briefing in November and December 2019.			
Complete an annual review of Council's Strategic Resource Plan and long term (10 year) financial plan as part of Council's annual Budget preparation process	GMOP&CS	2, 3 & 4	In Progress
The Draft 2020/21 Budget process is expected to commence in Quarter 2, with a budget timetable to be agreed to ensure completion of the process and adoption of the budget by the statutory timeframe of 30 June 2020.			
Continue to administer the Fire Services Property Levy in accordance with State Government legislative requirements	GMOP&CS	All	In Progress
Council continues to meet the statutory timeframes imposed, with quarterly returns due to the State Revenue Office within 28 days following the end of each quarter.			
Continue to meet Council's extensive Crown land management obligations	GMP&I	All	In Progress
Officers have met with DELWP officers to clarify responsibilities. Three beach accesses have been repaired or enhanced as a result of funding from DELWP. Advocacy for finalisation on rock revetment continues. Council currently has 5 requests for permits on Council's beaches that are under consideration.			
Implement Council's 'Community Information and Engagement' policy to improve public participation in Council's decision making processes	CCEC	All	In Progress
<p>Communications staff have made a number of improvements to Council's engagement strategy in the past quarter. Most notably, Council launched its Budget 2020-21 consultation, in which residents will have the opportunity to provide input into Council's budget processes. This initiative goes above and beyond what most other Victorian Councils do, and will provide valuable insight into community priorities as Council begins to formulate its budget.</p> <p>Additionally, officers have continued to follow up directly with consultation participants, who now receive direct updates via email of projects they've previously shown an interest in. Open rates for these emails are consistently very high, demonstrating a high level of uptake of this strategy.</p>			
Enhance the provision of community information on Council's key decisions and the progress of priority projects	CCEC	All	In Progress
<p>Communications staff have recently completed a number of accessibility improvements to Council's website. This has included a streamlined design, removal of unnecessary or duplicate content and a more accessible layout. Making the website easier to navigate will help residents and ratepayers access the information they need.</p> <p>Communications staff have now finished the first draft of a social media strategy and associated policies and procedures. This necessary background work will support the team in launching a Facebook presence for Council in January 2020.</p>			
Establish reference groups on major community projects as determined by Council	CCEC	All	In Progress
Reference groups have continued to operate on major projects where already established. Council officers have since identified that many members of our community who wish to be involved with Council's decision-making cannot participate in the reference group format. Council officers have responded by prioritising consultation methodologies that enable participation by all residents.			

Assess and report on community perceptions on Council's performance through the annual Local Government Community Satisfaction Survey	CCEC	4	Complete
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The communications team included the results from the Community Satisfaction Survey, and an analysis of these results, in the 2018–19 Annual Report. These results were also presented to Councillors in greater detail at an assembly in the previous quarter.

Continue to improve Council's records management systems	GMOP&CS	All	In Progress
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Votar Partners have been engaged to assess the organisation against mandatory standards issued by the Keeper of Public Records for good record keeping in the Victorian Public Sector. The resulting report is due to be received at the end of October 2019 and is expected to provide a comprehensive action plan for prioritising and addressing any compliance gaps across the areas of Strategic Management, Operations Management, Create Capture and Control, Storage, Access, and Disposal.

Enhance on-line services available on Council's website	CCEC	All	In Progress
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Recently completed accessibility improvements have streamlined Council's website and paved the way for further improvements in 2020. The digitisation of online forms has been paused, as planning staff identified a mismatch between Council's lack of a digital filing system and the provision of online forms. Form digitisation will continue after a digital filing system has been introduced.

Implement the recommendations of the I.T. Strategy focussed on provision of service to the community and on internal efficiencies	GMOP&CS	All	In Progress
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Council officers have initiated discussions with the IT service provider to implement recommendations from the internal audit review on IT Network and Security (including Cyber Security).

Continue to advocate to the State government on a boundary change	CEO	All	In Progress
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Council continues to advocate as appropriate.

Recruit a property officer to manage the lease of Council and Crown land properties	GMOP&CS	All	Complete
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A re-allocation of duties has enabled this function to be completed without the need to recruit additional staff.

Conduct an independent review of targeted Council programs	GMOP&CS	All	Complete
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The following independent audit was completed in this quarter:

- Roads to Recovery

The following independent audits are scheduled for completion later in the reporting year:

- Business Continuity Plan / Disaster Recovery Plan
- Human Resources Management
- Statutory Planning Process
- Management of Caravan Parks, Reserves and Foreshore

Conduct a review of the Borough of Queenscliffe's Local Law No. 1, 2010 (Processes of Municipal Government) and Local Law No. 2 (Community Amenity)	GMOP&CS	All	In Progress
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The review of the Local Law No 1, 2010 – Processes of Municipal Government and Local Law No. 2 – Community Amenity has commenced. Council Officers have researched other LGAs recently amended local laws to provide insight into any emerging trends/themes of amendments that have been adopted by other LGAs. Local Laws will then be drafted and presented to Council to be placed on public exhibition/feedback.

2019/20 Capital Works Program

2019/20 INITIATIVES	Responsibility	Quarter	Status
Finalise the detailed design and progress construction of the 'Destination Queenscliff' project (this includes improvements to the Ocean View Car Park and a new kiosk/café; improvements to the Fort Queenscliff surrounds, landscape improvements, new public amenities and upgrade to utilities);	GMP&I	All	In Progress
Council completed community engagement on the Framework Plan for Destination Queenscliff. Work is now being undertaken by Hassel to respond to feedback received.			
Complete implementation of the Point Lonsdale Lighthouse Reserve Master Plan (Stage 1);	GMP&I	All	In Progress
Officers have commissioned a number of reports to inform the permit process for the works proposed in the Point Lonsdale Lighthouse Reserve Master Plan. This includes heritage assessment, aboriginal cultural assessment and vegetation assessment. Once complete, the statutory application process will be commenced prior to completion of the works.			
*Seek funding from other levels of Government to implement Point Lonsdale Lighthouse Reserve (Stage 2);	GMP&I	All	Yet to Commence
Council will look to progress stage 2 of the Point Lonsdale Lighthouse Reserve Master Plan when the stage 1 works are completed at the end of the 2019/20 financial year. A key consideration will be the availability of relevant funding programs from State and or Federal Governments.			
Continue to implement improvements to the caravan parks at the Queenscliff Recreation Reserve and Victoria Park;	GMOP&CS	All	In progress
Council officers are in the process of developing plans regarding underground power and development of the amenity block.			
*Identify funding opportunities to implement the approved Master Plan for Royal Park Caravan Park in the Borough of Queenscliff;	GMOP&CS	All	In Progress
Council continues to seek potential funding opportunities. Given Council's current positive position in relation to State and Federal Government funding, it is proposed to seek funding for caravan park improvements when construction is nearing completion on the key capital works projects of Destination Queenscliff and the Point Lonsdale Lighthouse Reserve.			
Conduct further consultation and planning for Golightly caravan park;	GMOP&CS	All	In Progress
Further consultation with the Golightly Park Residents' Association has occurred in this quarter.			
Continue to support Queenscliffe Maritime Museum and Queenscliff Music Festival by completing a plan for the future shared use of the Fisherman's Cooperative building;	GMOP&CS	All	Completed
All parties have agreed to cease this project.			
Prepare the Queenscliffe Marine and Coastal Management Plan;	GMP&I	All	In Progress
Officers are currently undertaking a literature review with a view to developing a draft document for community consultation in late 2020.			

Finalise and implement plan for Princess Park toilet improvements;	GMP&I	All	In Progress
We have commenced discussions with new tenants about improvements with the next step to engage an architect to draw up plans.			
Work with Rotary Club of Queenscliffe to pilot the construction of outdoor gym equipment in parks;	GMP&I	All	In Progress
Council officers are awaiting Marine and Coastal Act consent which is the last approval required before a contractor can be appointed; works now likely to commence in February 2020.			
Continue to implement the Queenscliffe Hub project	GMP&I	All	In Progress
Project Management Consultants and Community Engagement Consultants have been appointed for the project. Officers have also met with the Victorian Government Architect to determine their role in the project. A principal consultant is expected to be appointed in the next quarter.			
* Seek funding under the Fixing Local Roads Stage 2 funding program, which is to include Hesse Street South and King Street storm water asset improvement Stage 2;	GMP&I	All	In Progress
Funding has been confirmed and works are being designed but will not commence until April 2020.			
Upgrade the storm water infrastructure in Simpson Street, Point Lonsdale (Stage 2);	GMP&I	All	In Progress
First trial soakage/retention pit to be installed in Baillieu St before Christmas, others to follow in 2020.			
Complete the upgrade of Point Lonsdale Tennis Club lighting;	GMP&I	1, 2	In Progress
Council officers are progressing the PLTC Improvement program. Officers are currently waiting on PCG direction in relation to the preferred tenderer for the works on the court, lights and light poles, book a court system and electrical upgrade. Further delays in appointment will result in delays in the project.			
Continue investment in Corporate I.T. systems;	GMOP&CS	1, 2	In progress
An issues analysis is underway of Council's records management system. A framework for a project management system is also in development.			
Invest in new systems to manage Council's property leases	GMOP&CS	All	Complete
Council has implemented a system to manage Council's property leases.			
Continue to implement the recommendations of Council's Tourism Directional Signage Project	GMOP&CS	All	In Progress
Works are planned for Q3 (January – March) in 2020.			

*[*Important Note: A number of priority capital works projects identified (*) in 2019/20 are dependent on Council securing funding from other tiers of Government.]*