



2022-2023
Annual Report

Community Vision

Central Statement:

The Borough is a special and restorative place, renowned for its distinctive coast, rich living heritage and vibrant culture. Our community is caring and welcoming to visitors. We have a deep respect for the Wadawurrung People and are taking action to protect Country.

Supporting Pillars

Enhancing health and wellbeing:

Our community encourages an active and outdoor lifestyle, and nurtures the welfare of all.

Protecting Country and our natural environment:

We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity.

Supporting business and community prosperity:

We have a thriving local economy and community that is underpinned by high-quality infrastructure and services.

Encouraging an inclusive and engaged community:

We have a welcoming, connected and diverse community that is supported by informed and consultative leadership.

Protecting and celebrating Wadawurrung and Borough heritage:

Our cultural and built history is conserved and celebrated.

Our Values

- 1. Integrity:** We take ownership and responsibility for our decisions and are accountable for all that we do.
- 2. Respect:** We treat everyone with dignity, fairness and empathy, look out for the safety and wellbeing of others, and nurture positive and inclusive relationships.
- 3. Community Focus:** We always work with our community's experience in mind and take pride in supporting our community.
- 4. Sustainability:** We place climate change risks at the core of our decision making, and take extensive action to protect our natural environment.
- 5. Openness:** We actively engage with our community and are transparent in our decision-making.



Statio Tutissima Nautis

"The Safest Anchorage for Seafarers"

Just as it is a safe haven for mariners, the Borough has an enduring role to play in conserving our extraordinary natural beauty and protecting ecological values of global significance. We do this through recognising and celebrating the values of our Wadawurrung heritage, acknowledging the legacy of our architectural builtscapes, and appreciating our military history fundamental to Australia's defence.

Acknowledgement

The Borough of Queenscliffe 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.



Wadawurrung Dja (Wadawurrung Country)

"In this art piece we see Bunjil, the wedgetail eagle and our Spirit Creator, flying high above Wadawurrung Country. He watches over our beautiful Country which is full of natural resources that nourished our Ancestors and continue to nourish people today. It also highlights the importance of Country and how we utilise significant places and waterways to gather, practice and celebrate our Culture."

Chloe Chatterton

The artwork "Wadawurrung Dja" (Wadawurrung Country), created by First Nations artist Chloe Chatterton, was selected to be highlighted throughout the 2022/23 Borough of Queenscliffe Annual Report. Observing the important steps forward Council has taken to walk with Queenscliffe's First Nation's and Indigenous peoples and communities, Wadawurrung Dja captures the significance of Country and our connection to it.

Nyoora,

My name is Chloe Chatterton, a Wadawurrung Traditional Owner and the face behind Karringala Art.

In Wadawurrung language Karringala means 'to create'. I have always loved art and its capacity to turn written and spoken words into images. Early on, I explored this passion through drawings which I then combined with my love of the digital medium. My artistic practice is contemporary in nature and utilises digital media to express my connections with Culture and Country. The stories and teachings of my Wadawurrung heritage have always fascinated me and are the basis for my creative work.

Over the past year, the Borough of Queenscliffe has been working on developing its Reflect Reconciliation Action Plan, a document that will guide our actions going forward. The Borough of Queenscliffe is committed to ensuring Council, community and Aboriginal and Torres Strait Islander people will walk together on the journey of reconciliation. We hope that this work will foster respect, strengthen relationships, and provide opportunities for Aboriginal and Torres Strait Islander people.

Throughout my work, I enjoy exploring places of significance and symbolism. Art serves as a way for me to visually communicate Wadawurrung History, stories and Culture.

Teaching is also a passion of mine, where I strive to close the gap and break down the barriers many face in education to ensure that everyone has an equal opportunity to reach their full potential and pursue their passions in life.



Nyatne baa Gobata
(Thank you and take care)

Chloe Chatterton
Karringala Art



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An aerial photograph of a beach. The top half shows a wide expanse of wet sand with many small, circular ripples. The bottom half shows waves crashing against several large, dark, mossy rocks. The water is a deep brown color, and the foam of the waves is white.

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About this Annual Report

The Borough of Queenscliffe Annual Report 2022-23 highlights Council's performance over the financial year.

The Council Plan 2021-2025 sets out five portfolios against which Council's performance is measured. The strategic objectives of each portfolio define Council's priorities for service planning and delivery over a four-year period.

Portfolio 1: Health and wellbeing

Strategic objective: To support community wellbeing and encourage an active lifestyle.

Portfolio 2: Environment

Strategic objective: To protect our environment and address climate change issues.

Portfolio 3: Local economy

Strategic objective: To support a prosperous and diverse local economy.

Portfolio 4: Heritage, planning and infrastructure

Strategic objective: To protect our distinctive coastal, cultural and built environment, and provide sustainable, suitable infrastructure.

Portfolio 5: Governance and finance

Strategic objective: To provide a financially viable Council that is accountable, transparent and practices good governance.

This Annual Report includes information about Council's performance against each of these strategic directions within the 2022-23 year, as well as an outline of Council services and operations. It also provides a comprehensive and externally audited Performance Statement and Financial Report.

As a document, the Annual Report is part of Council's commitment to open, transparent and accountable local governance. It informs Council, ratepayers, community members and other stakeholders of the achievements and challenges of the past financial year, and provides key information required under the *Local Government Act 2020, Planning and Reporting Regulations 2020*, and other relevant legislation.

The content provided within the Annual Report is reviewed every year and is guided by best practice in local government reporting.

Feedback or questions relating to the Annual Report are welcome.

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Borough of Queenscliffe
PO Box 93
Queenscliff VIC 3225

The Annual Report may also be viewed electronically on Council's website, www.queenscliffe.vic.gov.au.

Cover artwork: Chloe Chatterton
Photographer: Alan Barber
Graphic Design: Cheryl Martin, Martlette

From the Mayor

The Annual Report tracks Council's progress against the priorities identified in our key strategic document, the Borough of Queenscliffe's Council Plan 2021-2025 and looks at the financial year in review.

The 2022-23 year was one where our community and the wider region was emerging from COVID, but new challenges quickly emerged in the form of rising inflation and a cost of living crisis which posed new challenges for Council to respond to.

Perhaps the site of greatest impact of this challenge was in devising Council's 2023-24 budget, which had to reflect the challenging economic and social environment, be considerate of the rising cost of doing business and strain on resources while remaining committed to delivering services of high standard and providing resources to deliver the projects that matter to our community. I am delighted that Council unanimously adopted a strong budget in its June Ordinary Meeting.

The year also presented change to our decision-making group, with the departure of Councillor Fleur Hewitt, and election of Councillor Robert Minty. I thank Fleur for her contributions, passion for community, and years of service as Deputy Mayor, and look forward to working with Cr Minty.

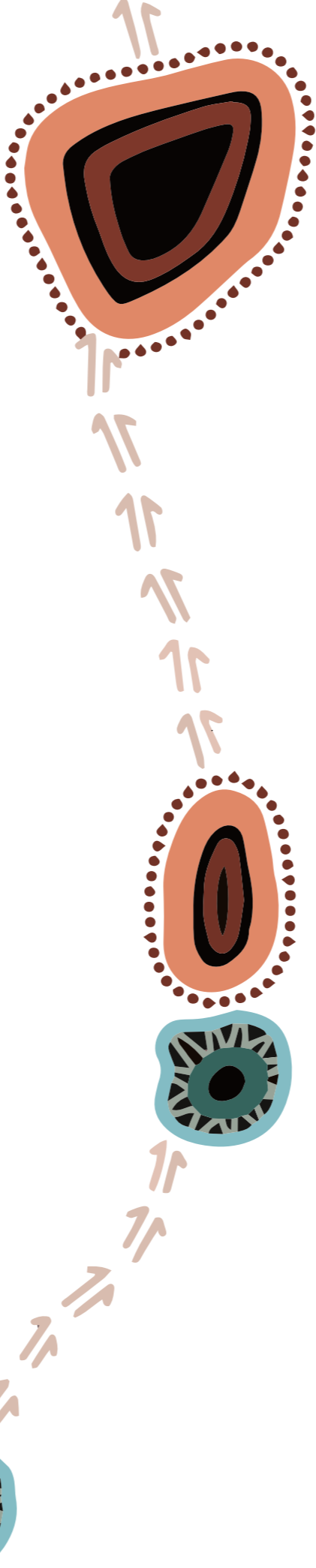
In this report you will see detail of the highlights and challenges of the year past, but no loss of commitment to delivering for our community. The Council Plan, along with the Council Vision, was created in partnership with community and sets out what we want to achieve collectively to ensure the Borough remains viable, beautiful, and capable. Our shared aspirations for this unique community, should never be forgotten.

Ultimately, the success of the Borough of Queenscliffe and our capacity to achieve what is laid out in the Council Plan relies on the strength of our relationships – with state and federal governments, with external agencies and stakeholders, with Traditional Owners, and most importantly, with community.

I acknowledge the contributions and work of all Councillors, who continue to work with passion for their community. I thank the CEO and staff for their hard work and dedication too.

As such, I am pleased to present the Borough of Queenscliffe's Annual Report for the year ending June 30, 2023.

Councillor Isabelle Tolhurst
Mayor
Borough of Queenscliffe



"The development of the Recreation Reserve facilities over a number of years has encouraged participation in organised sports within our local community, improving connectedness, health, and well-being."



From the CEO

Together with the Mayor, I am pleased to present the Borough of Queenscliffe's Annual Report for 2022/23, and it is my pleasure to share some of the achievements of which Council can be proud.

One of the things I enjoy about working in local government is the dedication and commitment of people in the sector to serving their community. It has been another busy year here in the Borough of Queenscliffe, a year where we've seen that commitment across the organisation.

We were all excited to officially open the Queenscliffe Hub (Wirrng Wirrng) in Hesse Street in October 2022. It is a building that has already succeeded, it has become a community gathering place, a place to learn, and facility that celebrates the heritage of the Borough. It is also a building that creates its own presence while enhancing and highlighting the heritage buildings that frame it on Hesse Street. If you have not been inside yet, it is worth a visit to see to see the historic Morten Bay fig and beautiful interiors of the Queenscliff Library, the Visitor Information Centre, and the Queenscliff Historical Museum.

Speaking of new buildings, this year Council opened its new and improved amenities block at the Queenscliff Recreation Park. Located on Hesse Street, these brand-new amenities include facilities for both park guests and public users. The completion of the amenities block finalised the infrastructure development at the Queenscliff Sport and Recreation Precinct. The development of the Recreation Reserve facilities over a number of years has encouraged participation in organised sports within our local community, improving connectedness, health, and well-being.

Council worked on strategies across the last 12 months that will inform key decisions and guide our organisation, and our community, for years to come. Importantly, Council began work on the Borough of Queenscliffe's Reconciliation Action Plan (RAP), building on the relationship between Council and the Wadawurrung Traditional Owners Aboriginal Corporation that has strengthened significantly in recent years. The RAP is fundamental to ensuring alignment between Council's annual operational plans and the Wadawurrung's Paleert Tjaara Dja - Healthy Country Plan and is also a key action in the Council Plan and Climate Emergency Response Plan.

Alongside the Council Plan 2021-2025 are a range of other plans and strategies to help us best serve our community. Keeping our organisational values in mind, we worked to develop Council's first Active Transport Strategy (ATS), and our Coastal and Marine Management Plan (CMMP). These strategies have undergone various forms of public consultation, where feedback has informed the strategic objectives and priorities of both

documents. While not yet finalised, these guiding documents are progressing on the strength of the input we have received from our community, and we anticipate both the ATS and CMMP to be finalised in the coming months.

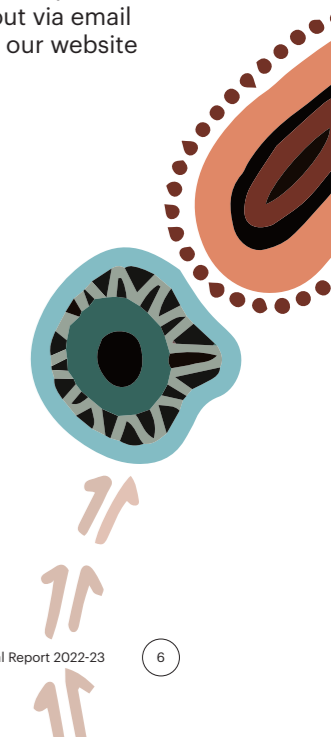
None of these achievements would have been possible without our talented team's hard work, dedication, and creativity. I am proud of what we have accomplished together in 2022-23. I appreciate the importance of a harmonious team and their ability to work well with Councillors and the community. Our Councillors and Council officers are committed to the ongoing improvement of the Borough of Queenscliffe, and we are all united in our passion for this community and the best outcomes for our residents and ratepayers. I thank them all for their considerable contributions.

I would also like to take this opportunity to acknowledge the dedication and leadership shown by our Councillors over the past 12 months. Together we work to deliver the services and facilities our community need, and I look forward to continuing to do so in the coming year. I would also like to thank the numerous community groups, businesses, and residents our staff and Councillors continually collaborate with to make our Borough the wonderful place it is.

Responsive leadership and accountable fiscal management are expected of your Council, and we have worked hard to deliver on these expectations. I am confident that we have a bright future ahead of us and that together we will continue to achieve solid results in 2024. I welcome your feedback and questions on our Annual Report or any other aspect of our business, reach out via email info@queenscliffe.vic.gov.au or visit our website www.queenscliffe.vic.gov.au for more information.

Thank you
Nyatne baa Gobata
(thank you and take care)

Martin Gill
Chief Executive Officer
Borough of Queenscliffe





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The highlights

Provided sponsorship grants that brought the community together.

Council provided sponsorship funding to a number of events that brought joy, art, and our community together this year. The 2023 Events Sponsorship funding was allocated at the February 2023 Ordinary Meeting of Council after receiving many applications from many different groups. The sponsorship grants were given to The Bellarine Arts Trail, Shedding the Blues Queenscliffe Tune Up #3 Expo and the Point Lonsdale Board Riders Club, all who held events that helped support and promote a healthy, involved, and creative community. Thanks to Council sponsorship, Borough residents were able to enjoy an art festival, a music expo and a group surfing lesson for children where they learnt surfing skills, water safety and officially became a Borough Grom.

Installed new electric vehicle chargers at 50 Learmonth St.

Electric cars are fast becoming a preferred option when people are looking to reduce carbon emissions and their impact on the planet. In accordance with the Climate Emergency Response Plan (CERP) that Council developed adopted in 2021, four new electric vehicle chargers were installed at Council offices. Pillar 4: Sustainable Transport in the CERP calls for more methods of transport around our Borough that also help reduce our carbon emissions, and these chargers do just that.

The installation of these chargers saw two fast charger units made available to the public, allowing both residents and tourists who drive electric vehicles to charge their cars in approximately 40 minutes. The close location of these chargers to Hesse St means that those waiting to charge will find themselves easily able to browse local businesses while they wait.

Queenscliff was also identified by the State as a priority town for EV chargers, with the provision of facilities contributing to the improvement of the network linkage and filling a gap in the Barwon South West region.

Opening Wirrng Wirrng

Council was proud to open Wirrng Wirrng, (also known as the Queenscliffe Hub) on Hesse St in October of 2022. The striking building houses the Queenscliffe Historical Museum, Queenscliffe Visitor Information Centre and Queenscliff Library.

Wirrng Wirrng is a multi-use community facility focused on innovative delivery of information, cultural development and services to residents and visitors alike.

The building was designed with the input of many of our residents, some of whom volunteer with the Queenscliffe Historical Museum, others who took on community representative roles on steering committees and project working groups. It was a collaborative effort and a significant addition to the life of Queenscliffe.

The name 'Wirrng Wirrng' is a Wadawurrung phrase that means "to listen with both ears". The Hub is open seven days a week to provide opportunities to listen and learn throughout the year.

Hosted the first annual Nightide.

This year, in a partnership with Searoad Ferries and the Queenscliff Music Festival, Council hosted Nightide, a celebration of the winter solstice. People from far and wide ventured down to Queenscliff to witness the magic unfold, and toast to the longest night of the year. Those in attendance were able to enjoy beachside soundscapes, crackling bonfires, spectacular fireworks, and the finest local wines and beers.

It may have been a frosty night, but the joy and delight felt by all brought an undeniable warmth to the event. This event will be back next year, bigger and more exciting than ever, an event Council looks forward to supporting.

The highlights

Opened a new amenities block at Queenscliff Recreation Park.

This year Council opened its new and improved amenities block in Queenscliff Recreation Park. These brand-new amenities include features for both campers and the general public. This amenities block includes upgraded toilets (including a dedicated family bathroom), showers, laundry facilities including washing and dryers, and even a dog wash station for the furriest members of the family.

This new amenity block began construction in Autumn 2022 and was completed in Summer 2023, ready to be used by tourists, residents, and all those passing through.

Reduced carbon emissions by 80% in single year.

In just one year, the Borough of Queenscliffe reduced its emissions by 80%, significantly accelerating its transition towards carbon neutrality. Guided by the Climate Emergency Response Plan the Borough has implemented a number of policy changes to achieve this emissions reduction. Council's decision to purchase 100% renewable electricity through the Victorian Energy Collaboration for all of its operations, including council buildings, tourist parks, street lights, and public facilities, had the largest impact on the reduction in emissions.

Other changes, such as the rollout of a kerbside Food Organics Garden Organics (FOGO) collection service, continue to contribute to Council's falling emissions output.

Council is already exploring ways to further reduce its emissions profile by beginning to swap its vehicle fleet for electric vehicles, disconnecting remaining gas services, and investing in more sustainable building and construction methods.

A new Mayor elected.

After the resignation of Councillor Ebbels as Mayor, Cr Isabelle Tolhurst was unanimously elected to the role in the November 2022 Ordinary Meeting of Council for a one-year term.

"My commitment to the Borough community is that I will be available and present. I will advocate for you," said Councillor Tolhurst in accepting the position. She also acknowledged Cr Ebbels' three years of service to the Mayor's role.

Councillor Tolhurst is the sixth female to hold the position of Mayor in the Borough.

Continued to develop our Reconciliation Action Plan.

Last year, Council began work on the Borough of Queenscliffe's Reconciliation Action Plan (RAP), building on the relationship between Council and the Wadawurrung Traditional Owners Aboriginal Corporation that has strengthened significantly in recent years. Not only is a RAP crucial to ensuring alignment between Council's annual operational plans and the Wadawurrung's Healthy Country Plan Paleert Tjaara Dja, but it is also a key action in the Council Plan and Climate Emergency Response Plan.

Council continues to mark and celebrate national days of significance for First Nation peoples and their communities, and this year hosted a smoking ceremony outside Wirrng Wirrng for Reconciliation Week. The event, delivered by proud Wadawurrung woman Corrina Eccles, was a touching ceremony where members of the community were invited to be cleansed by smoke, and the primary school children in attendance led the group in a song sung in the native Wadawurrung language.

The highlights

Opening up after COVID

After two long years of lockdowns due to the COVID-19 pandemic, this year brought tourism and business back into the Borough. With the removal of COVID-19 regulations such as density limits, mask requirements and travel restrictions, businesses have been able to open back up and flourish once more.

While many business are still recovering from the implications of the pandemic, Queenscliffe is again becoming a booming town for both residents and tourists alike. This year saw the opening of many new shops, community events such as the Queenscliff Music Festival and the Queenscliffe Literary Festival returning to the Borough and people coming together like never before.

Citizenship ceremonies

In February, Council held a moving citizenship ceremony for some of the Borough’s newest residents. In front of their family and friends, two new citizens, Juan Pablo, and Fred were welcomed to the Borough as they were inducted in.

A Welcome to Country was delivered by Wadawurrung man Ash Skinner who opened the formalities before Federal Member for Corangamite Libby Coker MP read aloud the Minister’s welcome message. Council holds one or two citizenship ceremonies in Queenscliff each year, where new citizens are presented with a native plant and a signed certificate before taking a photo with the Mayor. Citizenship ceremonies are a significant day for those who choose to become Australian citizens.



The challenges

Cost of living crisis

As interest rates continued to rise in 2022 - 23, the knock-on effect on the local economy was seen across all areas. The cost of living saw an increase in not only the most basic of items but also seen in all industries and services. Consultants and contractor fees increased, the cost of supplies rose and more has to be done with less. In addition, the pressures of living through a time of financial strain has taken its toll on many. Like others, the Borough too has experienced the impact of these effects with project delays and staff shortages.

COVID-19 delays

While the restrictions of lockdowns during COVID-19 faded during 2022-23, the impacts those restrictions had are long-lasting. Pandemic recovery and associated economic impacts have meant many works that were delayed during COVID-19 remained behind schedule due to supplier issues, staff and contractor shortages, and a backlog of priority jobs needing to be completed.

Staff shortages & contractor availability

Ongoing staff shortages that continued long beyond restrictions and lockdowns proved a concerning reminder of the pandemic’s profound impact on the health of our people. These shortages have affected many sectors, with an ongoing impact on many of Council’s services.

As more staff contracted COVID-19, influenza, and other illnesses or had to care for loved ones who may have fallen sick, the challenge of managing competing priorities and high workloads became acute and started impacting the time it was taking to complete tasks.

Labour shortages have also caused some delays for Council, as securing contractors has proven more difficult than in previous years. One of the main services this has had an impact on is the hard rubbish collection, with the contractor retained by Council unable to secure drivers.

Project delays

A combination of external and internal factors impacted the progress of numerous projects, many of which had already undergone various forms of public consultation.

This included the development of Council’s Active Transport Strategy, Coastal and Marine Management Plan, and Tourist Parks Operational Review, as well as upgrades to the Point Lonsdale Lighthouse Reserve and design development of the Point Lonsdale Bike Park. Crucially, these strategies and plans guide how Council undertakes its operational work (and in the case of the CMMP, is a legal requirement to conduct works on Crown land) and so the progression of these documents is paramount to any future projects considered by Council.

The future

What we plan to achieve in 2023-24

Progress the Bike Park Project

Shared path design for Murray Road
Bellarine Rail Trail improvements

Continue work on Stage 2 of the
Point Lonsdale Lighthouse Reserve Development project

Complete the
Active Transport Strategy

Complete our
Reflect Reconciliation Action Plan

Renew and implement our
Disability Action Plan

Undertake planting and revegetation works in
Victoria Park

Undertake
Cliff stability and beach health investigation

Develop Integrated
Water Management Plan

Progress
Fisherman's Flat Heritage Review for adoption in Planning Scheme

Complete the
Coastal and Marine Management Plan

Upgrade the timber fence at
Dog Beach

Complete the
Queenscliffe Recreation Reserve lighting upgrade

Fishermen's co-op
Asbestos removal

Replace
Public Toilet Facility at Point Lonsdale Lighthouse Reserve

Finalise the development plans of
Golightly Caravan Park

Progress actions in the
Climate Emergency Response Plan

Community engagement

Council regularly conducts structured community engagement by inviting input and seeking feedback on strategies and projects as they're developed, in line with our Community Engagement Policy. Listening to and learning from our community isn't just a statutory requirement for the Borough – it's an opportunity to ensure our projects and services best meet the needs and aspirations of our community.

Council conducted community engagement on the following projects this financial year:

- The development of an Active Transport Strategy
- The development of proposed changes to laws regarding dogs on beaches
- The development of the 2023-2024 Council budget
- The roundabout trial at Kirk Road
- The development of the Victoria Park policy

Each of these engagements resulted in a change or improvement to the original proposal.

Engaging with residents and stakeholders, and actively listening to feedback assists Council's planning and decision-making. In 2023-24, Council will review it's Community Engagement Policy to ensure the policy and mechanisms used to communicate with the community are fit for purpose and supporting a range of contributions. We're looking forward to another year of working alongside our community to implement the objectives in our Council Plan.

Stakeholder engagement

Stakeholder engagement is the foundation for understanding the diverse needs and aspirations of our local community. It informs decision-making and guides the advocacy that Council conducts on behalf of the community. Our stakeholder engagement is underpinned by:

- The *Local Government Act 2020*, and specifically Council’s role pertaining to acting as a representative government for the local community, advocating its interests to other communities and governments, and encouraging active participation in civic life
- Our Community Engagement policy, which outlines how and when we engage and consult with our community and other stakeholders
- Our Customer Service Charter, which sets out the services provided by Council and how our service levels will be measured
- Our Councillor Code of Conduct, and specifically the principles and behaviours relating to Councillors performing their community engagement and advocacy roles
- Guidelines relevant to various engagement activities, such as our monthly Councillor listening posts.

Engaging with our stakeholders enables Council to gain valuable knowledge, build understanding, share views and respond to the opportunities and issues important to our community. Council achieves this through workshops, ‘drop-in’ days, listening posts and online surveys, as well as taking and responding to public questions at monthly Ordinary Council Meetings.

Current legislative requirements

Community participation in the development of the Council Plan, annual Budget and any application for an exemption to the rate cap is a statutory requirement under the *Local Government Act 2020* for all Victorian councils.

In 2022–23, we welcomed and sought community involvement in the development of our 2023–24 Budget and Financial Plan. Draft documents were presented at a public information session, publicly advertised and the community invited to provide feedback. This feedback was considered by Council and in many cases incorporated into the final documents adopted by Council in June 2023.

Public question time occurs at the monthly Ordinary Council Meetings and provides another forum for community participation. Questions are formally lodged before each meeting. Questions asked and responded to during the meeting are recorded in the minutes.

During 2022–23, Council received and responded to 87 public questions raised at the monthly Ordinary Meetings.

Summary of financial performance

Financial reporting provides essential information for understanding the financial position of the Borough of Queenscliffe and assessing our performance over the past year. It also enables our community and our stakeholders to consider the ability of Council to deliver current services and maintain existing facilities and service standards in the longer term.

Council continues to maintain a sound financial position. A summary of our performance is outlined below. Detailed information relating to Council’s financial performance is included within the Financial Statement and Performance Statement sections of this report.

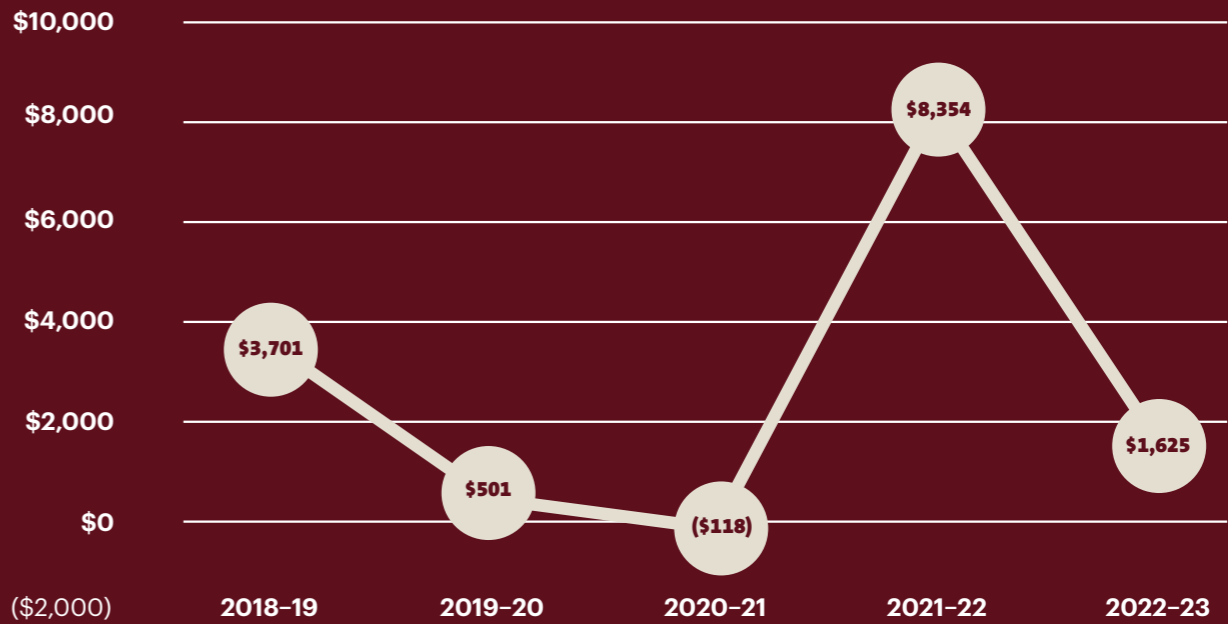
Surplus/(deficit) for the year

Council achieved a surplus of \$1.6 million in the financial year 2022–23. However, capital expenditure totalling \$773,000, spread across multiple years for multiple projects has been categorised as operating expenses in 2022-23. This is due to those expenses not meeting capitalization criteria. This change in categorisation has had a significant impact on the financial outcome for the 2022-23 financial year.

The reported surplus for the preceding year, 2021–22, was largely boosted by income derived from capital grants. In the financial year 2021-22, the Council reported an income of \$7.6 million from capital grants relating to major projects, in stark contrast to the income of \$2.2 million reported in the 2022-23 financial year.

The total comprehensive result for the year shows a deficit of \$0.8 million due to the revaluation decrement of the Council’s assets. The revaluation decrement primarily represents the change in the condition of the Council’s infrastructure assets, such as roads, footpaths, and off street car parks, compared to their condition at the time of the previous valuation. The change in condition is reflective of the asset consumption phase, and all roads, footpaths and off street parking assets remain within intervention level.

Surplus (\$'000), 2018-19 to 2022-23



Underlying result

As per the Local Government Performance Reporting Framework (LGPRF) definition, the adjusted underlying result of Council, after excluding non-recurrent capital grants, cash capital contributions, and non-monetary capital contributions, reveals a deficit of \$0.6 million or -4.91% when compared to the adjusted underlying revenue.

The underlying result based on LGPRF is influenced by various factors, including the timing of recurring operating grants, particularly Financial Assistance Grant (FAG), as well as non-recurring operating grants and non-recurring expenses that occur within a given year. To derive a more meaningful representation of the underlying result, it is advisable to evaluate it by excluding the effects of non-recurring operating income and expenses. Additionally, adjustments should be made for the timing of recurring operating grants, where applicable, as defined in the Borough's Council Plan.

Even if the Council Plan proposes an alternative approach to gauge the underlying result, the methodology outlined in the last paragraph aims to establish a consistent method for estimating the recurring basis of the underlying result. This consistency is crucial for facilitating accurate and meaningful comparisons across financial years given the size (size of the budget) of the organisation, allowing for a more reliable assessment of the Borough's financial performance.

A reconciliation between the LGPRF and the recurring basis underlying results is provided below.

Underlying result (\$'000)

Based on the LGPRF measure

	Actual 2021-22 \$'000	Actual 2022-23 \$'000
Surplus / (deficit) for the year	8,354	1,625
Less: Grants - capital (non-recurrent)	(7,652)	(2,232)
Less: Contributions - monetary - capital	0	0
Adjusted underlying surplus / (deficit)	702	(607)
Adjusted Underlying Result - %	5.6%	-4.9%

On recurring basis (based on the Council Plan measure)

Adjusted underlying surplus / (deficit) - LGPRF	702	(607)
Adjusted for;		
Allocating FAG to the year they relate to	(452)	68
Annualised Road to Recovery grant (R2R)	38	38
Removal of grant-funded non-recurring operating project related costs net of grants (Council contribution) - Note 1	(102)	(45)
Removal of non- recurring operating project related costs funded via Council's own funds (reserve and operational cash)	181	206
Removal of waste management cost to be recovered in future years	13	86
Removal of capital expenditure reclassified as operating expenses not meeting capitalisation criteria / threshold - Note 2	213	773
Removal of the impact of the sale of assets	130	(109)
Adjusted underlying surplus / (deficit)	723	410
Adjusted Underlying Result - %	6.5%	3.8%

Note 1 : Removal of grant-funded non-recurring operating project related costs net of grants (Council contribution)

The value for the preceding year has been recalibrated to account for changes in classification. For instance, additional funding received from Better Boating Victoria, intended to alleviate the Council's loss of boat ramp permit income, was classified as a non-recurring grant in the financial year 2022-23. Furthermore, certain expenses associated with non-recurrent grants have been allocated to employee costs. However, it's important to note that employee costs have not been factored into this analysis due to their inherent likelihood of being incurred regardless.

Note 2 : Removal of capital expenditure reclassified as operating expenses not meeting capitalisation criteria / threshold

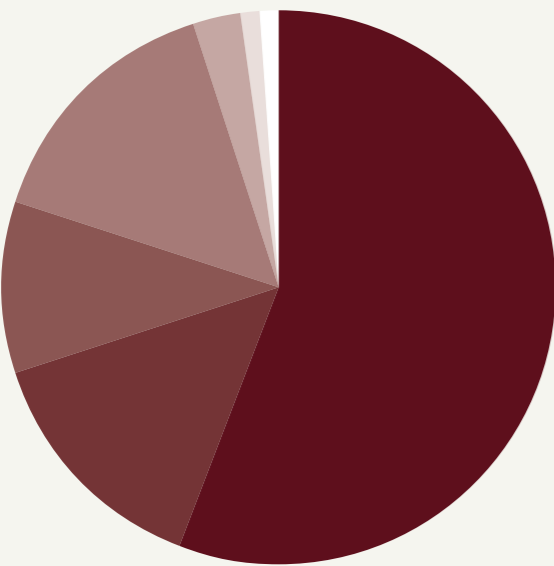
The capital expenditure, which has been accumulated over several years, has been categorised as operating expenses due to not meeting the criteria for capitalisation. Typically, these expenses encompass various costs, such as those associated with temporary fencing, temporary locations' rent, expenses related to temporary storage, landscaping, costs linked to assets managed by third parties, and other operational costs incurred throughout the construction phase.

In the financial year 2022-23, the Council chose to capitalise a total of \$12.8 million in capital expenditure specifically attributed to major projects that were successfully concluded within the year. This approach reflects the Council's commitment to accurately representing its project related cost and the allocation of funds towards significant endeavours.

Revenue

Council’s total revenue for the 2022–23 year is \$14.6 million (down from \$20.2 million in 2021–22). The decrease in income is predominately due to the reduction in income recognised from capital grants.

Revenue sources in (\$'000) 2022–23



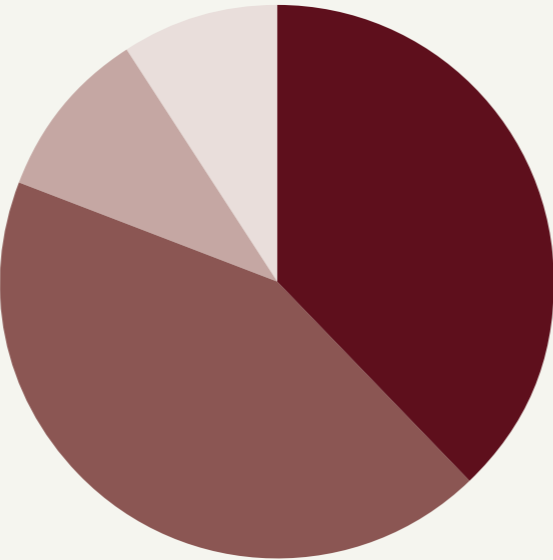
- Rates and charges 56% - **\$8,150,**
- User fees 14% - **\$2,042,**
- Operating grants 10% - **\$1,370,**
- Capital grants 15% - **\$2,232,**
- Other income 3% - **\$492,**
- Statutory fees and fines 1% - **\$201,**
- Gain on sale of assets 1% - **\$109,**

Operating expenses

Council’s total operating expenses for the 2022–23 year is \$12.97 million (up from \$11.9 in 2021–22). This increase in expenses is mainly due the reclassification of capital expenditure as operating expenses to meet the requirement of accounting standards, totalling to \$773,000.

Further, there is an increase in employee costs. However, the employee cost for 2021-22 financial year was understated due to the staff vacancies prevailed during the year.

Council's expenses in (\$'000) 2022–23

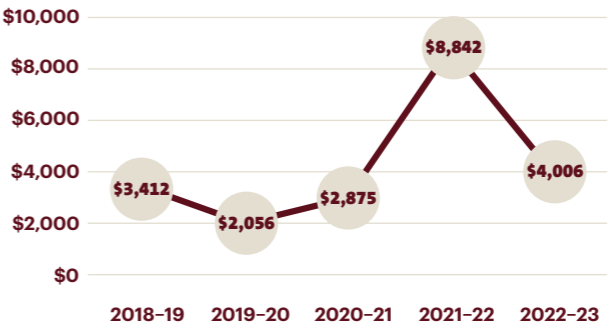


- Employee costs 38% - **\$4,916**
- Materials and services 43% - **\$5,648**
- Depreciation 10% - **\$1,244**
- Other expenses 9% - **\$1,163**

Capital expenditure

During the financial year, Council invested \$4.0 million in capital work projects to enhance its total asset base and to achieve operational efficiencies.

Capital works (\$'000)



Total assets

Council’s total asset base is \$184.8 million as at 30 June 2023. The major components of assets are:

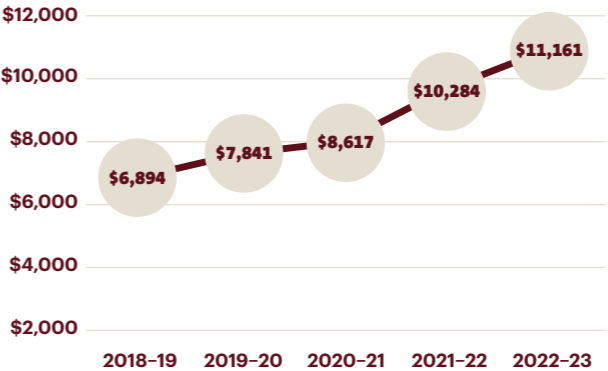
- Property, infrastructure, plant and equipment; and
- Cash and financial assets (cash investments with maturity dates between 3–12 months).

Together, these asset categories account for 93.4% of all assets. Property, infrastructure, plant and equipment are valued at \$172.6 million, of which \$97.7 million represent the value of Crown land and land under roads managed by Council.

Liquidity

Council's cash and cash equivalents, along with short-term cash investments (with maturity dates ranging from 3 to 12 months), increased to a total of \$11.2 million in the financial year 2022-23. Out of this amount, \$5.2 million is earmarked for specific project allocations. Notably, \$3.5 million out of the \$5.2 million allocated is derived from the proceeds of the Murray Road land sale. The Council's unrestricted cash holdings are deemed sufficient to settle all its financial obligations as of June 30, 2023.

Cash and cash investments (\$'000)



Key projects

completed/managed during the year included:

Completion
of the Queenscliffe Hub project;

Completion
of the Queenscliff Boat Ramp Upgrade project;

Completion
of the Queenscliff Sports and Recreation Precinct project;

Completion
of Point Lonsdale Lighthouse Reserve P1 huts upgrade work;

Implementation
of new systems (finance, record management, payroll, building & planning, rates & property); and

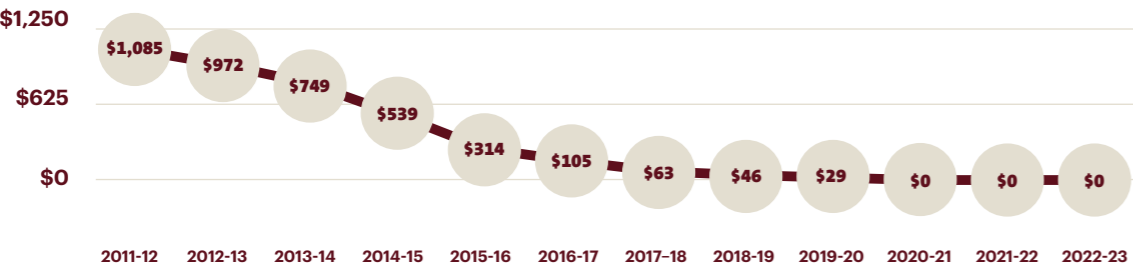
Continuation
of annual renewal across all of Council’s asset classes.

Liabilities

Council’s liabilities include amounts owed to suppliers and amounts owed to employees for leave entitlements. Council’s total liabilities are \$2.7 million as at 30 June 2023.

Council has zero debt and is operating well above the Victorian Government’s prudential ratio limits.

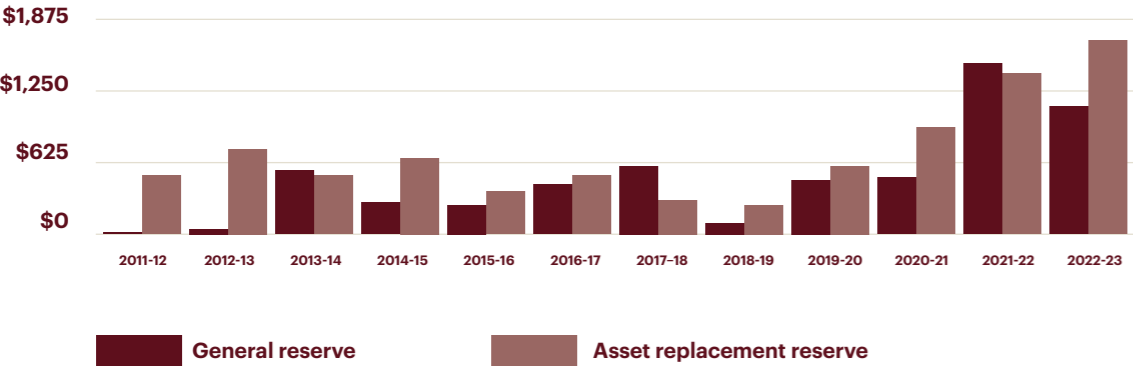
Loan liabilities (\$'000)



Key Reserves

As of June 30th, the Council's other reserve balance is \$8.3 million, with \$1.2 million designated for the general reserve and \$1.7 million allocated to the asset replacement reserve

Key Reserves (\$'000)



Financial Sustainability Indicators

The Victorian Auditor-General’s Office (VAGO) issues an annual report to Parliament, typically in November or December, detailing the outcomes of the Local Government Audits for the most recent financial year. Within this report, VAGO evaluates seven financial sustainability risk indicators across different council groupings. These indicators serve as benchmarks to gauge the financial health of local governments.

Profitability indicators

- Net result – whether enough revenue is generated to cover operating costs including depreciation.
- Adjusted underlying result – whether the entity generates a surplus in the ordinary course of business.

Financing indicators

- Liquidity – whether sufficient working capital exists to meet short-term commitments.
- Internal financing – whether sufficient operating cash flows are generated to invest in assets and repay debt.
- Indebtedness – whether sufficient operating cash flows are generated to pay the principal and interest on borrowings, as and when they fall due.

Asset renewal and maintenance indicators

- Capital replacement – whether assets have been replaced at a rate consistent with the rate of consumption.
- Renewal gap – whether existing assets have been maintained at a consistent rate.

The chart below illustrates the Borough's performance in these financial sustainability indicators over the past five years. The figures for the 2022–23 financial year are based on calculations carried out by the Borough itself, as the final VAGO statistics are anticipated to be officially presented to Parliament and subsequently made public during the later part of the 2023 calendar year.

Risk assessment matrix

Financial sustainability indicators	Low	Medium	High
Net result ¹	>0%	-10% – 0%	<-10%
Adjusted underlying result ¹	>5%	0% – 5%	< 0%
Liquidity	>1.0	0.75 – 1.0	<0.75
Internal financing	>100%	75% – 100%	<75%
Indebtedness	<=40%	40% – 60%	>60%
Capital replacement	>1.5	1.0 – 1.5	<1.0
Renewal gap	>1.0	0.5 – 1.0	<0.5

Risk assessment

Financial sustainability indicators	Financial Year					
	2018/19*	2019/20*	2020/21*	2021/22*	2022/23**	5Y average
Net result ¹	25.1%	4.4%	-0.9%	41.3%	11.1%	16.2%
Adjusted underlying result ¹	-0.2%	-3.7%	-13.7%	5.6%	-4.9%	-3.4%
Liquidity	5.0	5.1	2.9	3.1	4.6	4.2
Internal financing	144.2%	151.3%	128.1%	122.9%	138.2%	136.9%
Indebtedness	0.5%	1.2%	1.1%	1.1%	0.9%	0.9%
Capital replacement	2.9	1.4	2.1	5.6	4.4	3.3
Renewal gap	2.2	1.2	1.9	5.4	1.9	2.5

Source: VAGO
* Based on VAGO reports
** Based on the audited results calculated by BoQ
1 Net result and the adjusted underlying result are impacted by accounting adjustments, one-off transactions and timing of operating grants.

Description of operations

To ensure the Borough remains a place where nature, history and culture come together; Council’s decision-making and priorities focus on five portfolios as set out in the Council Plan for years 2021–2025.

Council delivers services and initiatives under 25 major service categories. Each activity contributes to the achievement of strategic objectives set out under each portfolio. These range from aged care to environmental health, tourist parks to land use planning, and street lighting to community engagement – just to name a few. The Borough’s permanent population of around 3,200 remains steady and its comparatively senior demographic enjoys the broad range of community services and infrastructure offered.

Economic factors

After two decades of low inflation in Australia, the nation has experienced very high inflation for the past two years. Australian inflation achieved its highest level since the 1990s, with the Consumer Price Index (CPI) increasing by 7.8% over the year to the December quarter of 2022. High inflation translates to increased costs of capital (e.g., interest rates) and goods & services which will affect all organisations to varying levels.

Despite the challenging economic environment, Council’s financial position continues to remain sound, and we continue have no borrowings or debt. This is a rarity for local government in the current economic environment. Council has a general reserve balance over \$1 million, a significant turnaround of the Borough’s financial position a decade ago when Council had a general reserve balance of zero and over \$1 million debt.

Major capital works

During 2022–23, major capital works included the following projects:

Queenscliff Boat Ramp upgrade

This upgrade has been delivered by Council in partnership with Better Boating Victoria. It included the construction of a third boat ramp lane and floating pontoon to make it quicker and easier for users to launch or retrieve their boat including a kayak launch pad. Planning approval was granted by Council in April 2021. Construction took part in two stages and commenced in July 2021. The ramp was opened to the public in August 2022. Total cost of the project is \$3.9 million.

Queenscliff Hub (Wirrng Wirrng)

The building was officially opened to the public in October 2022. Wirrng Wirrng is a multi-use community facility that brings the town’s library, Visitor Information Centre and historical museum under one roof. Total cost of the project is \$6.3 million.

Point Lonsdale Seawall Repairs

The historic bluestone seawall opposite the Point Lonsdale shops underwent major repair works over 3 years. In 2020 the wall was identified in need of urgent repair under DEECA’s asset assessment program and the repair was delivered by Council in partnership with DEECA. Works were completed January 2023 with a total value \$240,000

Roddick and Rayleigh drainage

The intersection of Roddick Grove and Rayleigh Avenue is located in a high-risk flood zone and has experienced ongoing flooding issues over many years. Council officers began investigating solutions in 2020 with design work finalised in 2022. This project culminated in minor drainage upgrades, including a balance pipe under Rayleigh Avenue between two soakage pits, and an extension of pipe down Rayleigh Avenue. Although flooding may still occur during peak rain events, these works will ensure reductions in the frequency and extent of flooding.

Reseal Program

Council’s annual reseal program was completed in April 2023. In total, seven roads were renewed covering a total area in excess of 15,000m2. The road reseal program provides a new waterproof barrier, preventing failures in the pavement. The new seal also provides a more skid-resistant surface, resulting in safer roads.

Toch H Hut refurbishments

The Point Lonsdale Lighthouse Reserve’s P1 Huts (also known as the Toc H buildings) are a significant reminder of Point Lonsdale’s role as a defence hub throughout wartime, and now form part of the heritage listed Point Lonsdale Maritime and Defence Precinct.

A full external restoration of all four huts at the Point Lonsdale Lighthouse Reserve was completed in April 2023 this included cladding external walls, replacing roof sheeting, restoring windows, doors and base boards.

Stage 2 work has now commenced.

Hesse Street toilets at Queenscliff Recreation Reserve

Council opened the new Hesse Street caravan park amenities block in time for the for the 2022 Christmas holiday period with further landscape works being completed after the holiday season. The finished facility provides renewed caravan park toilets and shower facilities as well as boasting two family rooms that are accessible for all abilities. The new amenities block includes laundry facilities for campers as well as a separate operations laundry, three outdoor beach showers, a dogwash and an RV dump point. The building also provides new public toilets facilities facing Hesse Street and Ocean View carpark.

Major changes

ICT Transformation Project

The Borough of Queenscliffe, like all local government authorities, delivers a broad range of services to its local community. Many of Council’s business processes are either manual or lack efficiency and there are significant opportunities to implement a range of improvements to increase productivity, improve service delivery and reduce the risk of information being lost or compromised.

With this in mind, the Northern Grampians Shire Council, Southern Grampians Shire Council, and the Borough of Queenscliffe have collaborated on a major business transformation project to replace their current, unsupported ERP systems built on outdated technology, with a system of ‘best fit’ web-based solutions.

The purpose of this project is to enable improved processes and service delivery to the community with a sustainable, secure, modern, web-based solution, that is integrated, compliant, easy to use, and hard not to.

With a focus on reviewing and reforming processes with standard configurations and agreed process alignment across the three councils, there is also a commitment to share any resources developed, and experience or learnings from this project with other councils interested in undertaking a similar project.

Introduction of FOGO service

Council commenced the community’s transition to a four-bin waste and recycling collection system with the introduction of a Food Organic/Garden Organic (FOGO) collection in August 2022. The introduction of the FOGO service has so far diverted more than 1122 tonnes of food and garden waste from the landfill. The kerbside waste diversion rate, a measure of how much kerbside waste is diverted from landfill, has increased from 56% to 68% as a result of the changes to the services.

Major achievements

A detailed report of Council’s achievements during 2022–23 can be found in the ‘Highlights’ section of this report, beginning page 9.



Our Council, our people

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Borough profile

A safe haven for locals and visitors alike; where history, culture and the natural environment meet in ways that delight and surprise; an involved and caring community – these are the features that make the Borough of Queenscliffe a special, restorative place for everyone.

Located at the eastern tip of Victoria’s Bellarine Peninsula on Wadawurrung Country, the Borough of Queenscliffe is unique in many ways.

Geographically, it sits opposite Point Nepean at Port Phillip Heads and is bordered by water on three sides: Port Phillip, Swan Bay and Bass Strait. The Borough’s only land border is the City of Greater Geelong to its west.

In size, it covers a mere 10.83 square kilometres, making it Victoria’s smallest local government area. Formed by the seaside villages of Queenscliff and Point Lonsdale, as well as Swan Island, it is the only Borough in Victoria – and Australia.

Historically, the Borough of Queenscliffe was created in May 1863, making it 160 years old and the only local government area that was not subject to amalgamation. The Queenscliff township was built first and foremost for government purposes, providing postal, customs, health and telegraph services, lighthouse and signal services, military and defence establishments and the sea pilot’s service.

The Borough is located approximately 105km south-west of Melbourne and 35km east of Geelong.

Key features

The many significant historical buildings within the Borough contribute to its distinctive built environment. Well-preserved heritage buildings are one of the area’s key tourism assets.

Perched above the point where Port Phillip meets Bass Strait, Point Lonsdale boasts both sheltered bay beaches and a dramatic and breathtaking strip of rugged ocean frontage where the western Victorian surf coast begins.

As well as being of high ecological value, the foreshore and marine environments contribute to the municipality’s urban and landscape character, which attracts many people to the area.

The Borough of Queenscliffe community is close-knit. It enjoys a highly active community life through volunteering and participation in sport, recreation, arts, cultural and civic events.

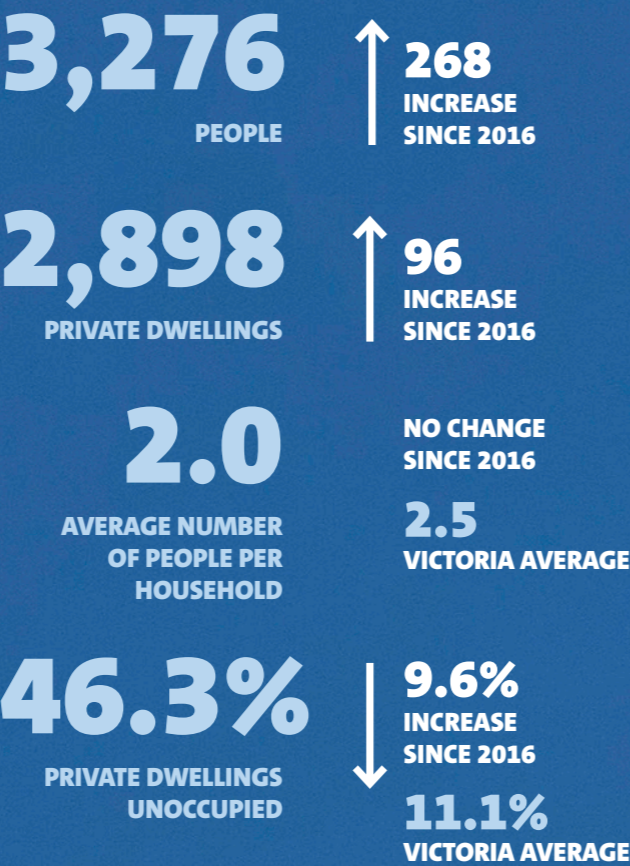
What’s in a name?

Queenscliff spelt without an 'e' on the end refers to the township of Queenscliff, named by Lieutenant Governor La Trobe in 1853 in honour of Queen Victoria. Queenscliffe with the 'e' refers to the Borough of Queenscliffe municipality, proclaimed by the Victorian Parliament in 1863 under the Municipal Consolidation Act.

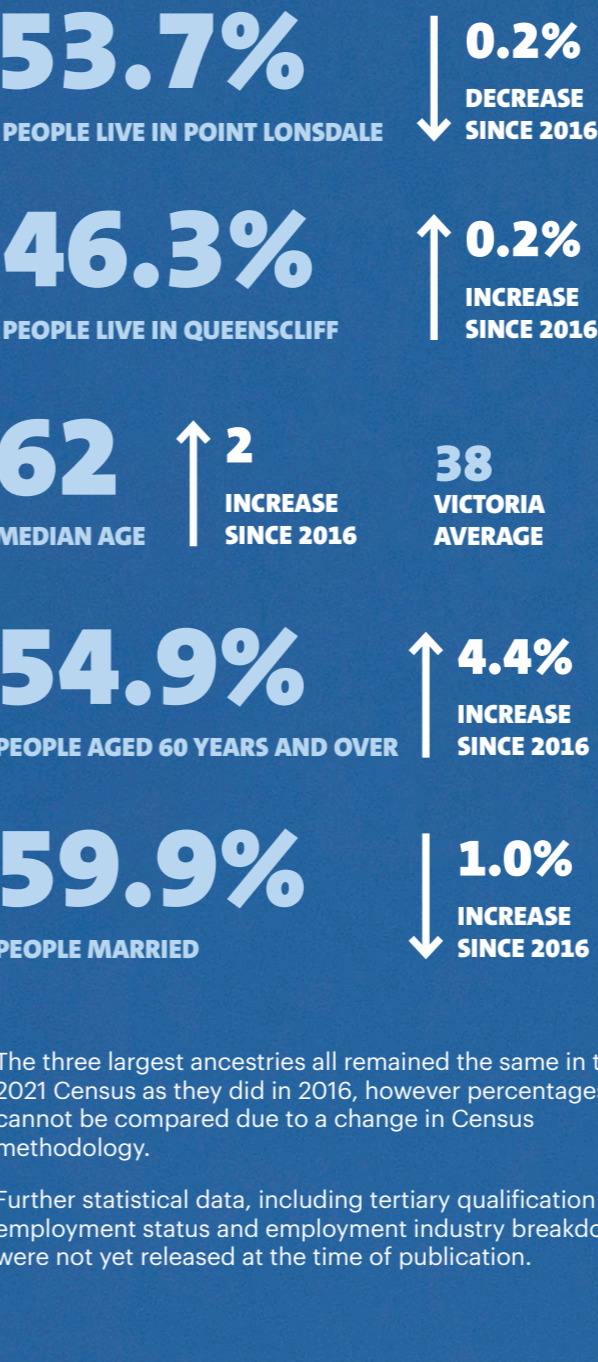
Designed in 1864, the original corporate seal incorporated the Latin text ‘Statio Tutissima Nautis’, which translates as ‘the safest anchorage for seafarers’. Almost 160 years later, we are still using the essence of the original seal and continue to be a safe harbour – not just for seafarers, but for all residents and visitors.

Demographic profile

The Borough of Queenscliffe has a unique demographic profile of permanent residents. The following data is sourced from the 2021 Census conducted by the Australian Bureau of Statistics.



The uptake in population and dwellings since the 2016 census indicates an increase in the number of subdivided blocks alongside a greater demand to live in the area. The population figures may be slightly inflated due to the Census being conducted while metropolitan Melbourne was in lockdown, reflecting a cohort of non-permanent residents who opted to reside at their Borough-based dwelling throughout the lockdowns. The large number of unoccupied private dwellings, while a considerable decrease from the 2016 census, continues to represent the large temporary population comprising of property owners who only holiday or live part-time in the Borough.



The three largest ancestries all remained the same in the 2021 Census as they did in 2016, however percentages cannot be compared due to a change in Census methodology.

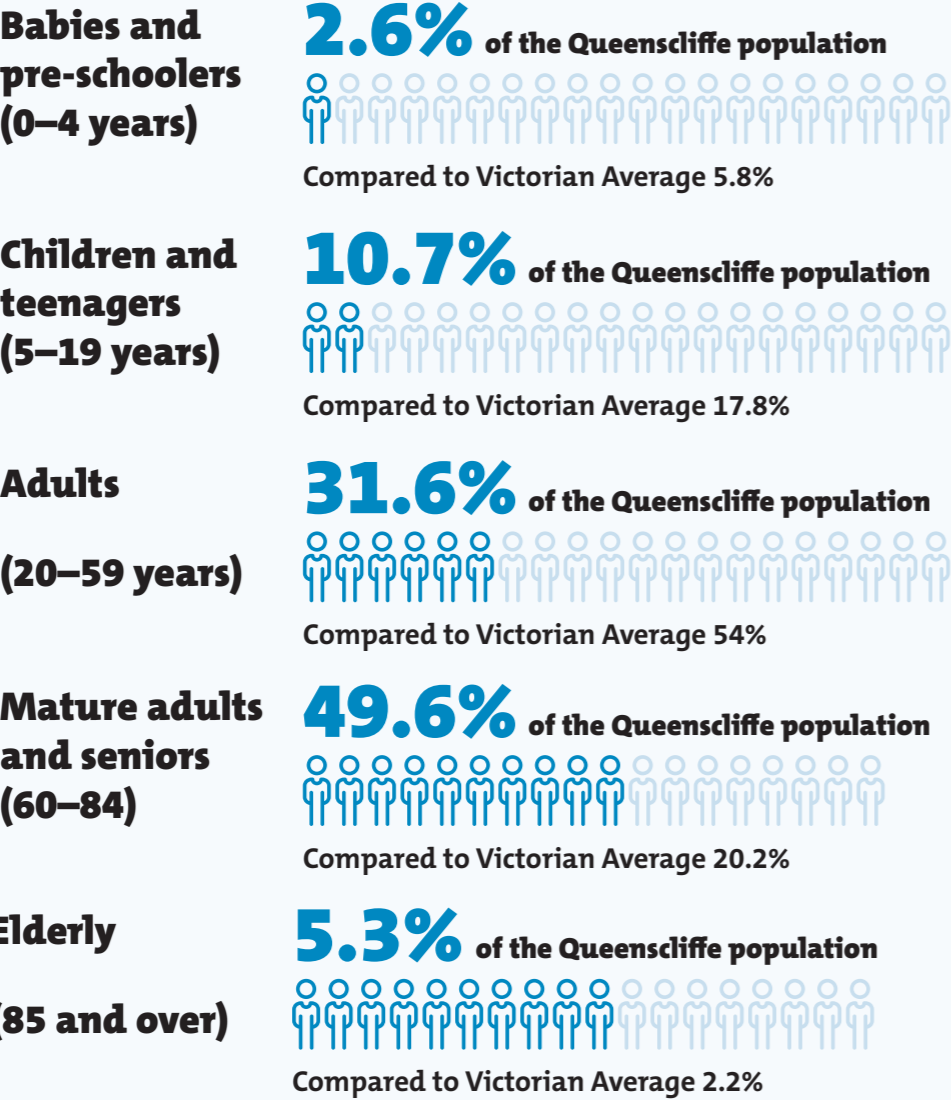
Further statistical data, including tertiary qualification level, employment status and employment industry breakdown were not yet released at the time of publication.



Age structure

The age of a community's residents is an important indicator of its residential role and function and how it is likely to change in the future. It provides key insights into the level of demand for services and facilities, as most services and facilities are age-specific.

The following table shows the breakdown in age structure for the Borough of Queenscliffe compared with the Victorian average in 2021.



(Source: 2021 Census)

Social and economic profile

The Borough's permanent population of around 3,000 takes advantage of well-planned streetscapes and infrastructure including local schools, sports clubs, community and health care services, as well as a range of quality retail providers.

There are numerous opportunities for employment in the local area, including retail, tourism and hospitality, and professional services such as medical, accounting, legal and real estate.

Commerce and recreation have coexisted from the very early days and, while it is by no means the only industry, tourism is an integral part of the local economy. During peak holiday periods, the influx of non-permanent residents and visitors boosts the population to more than 17,100.

The Borough's main industry sectors by employment are:

- Accommodation and food (16%)
- Public administration and safety (14%)
- Health care and social assistance (11%)
- Retail (10%).

(Source: 2021 Census)

Urban character

One of the area's most striking contrasts is between old and new. The rich historical character of Queenscliffe, with its grand old buildings, is offset by a vibrant and contemporary cultural scene. Stately Victorian façades conceal a range of contemporary art galleries, award-winning restaurants and quality retail outlets.

Modern architecture, such as the Queenscliff Harbour precinct, is the new expression of a traditional maritime theme, combining steel angles and extensive glazing with solid timber reminiscent of the old piers. It provides a unique dining, retail and community space. The Queenscliffe Hub, opened in October last year, also combines the heritage façade of the Queenscliff Library with state-of-the-art internal function spaces.

Cultural heritage

The Borough has a rich history of Aboriginal and European activity and settlement, which contributes to its cultural and historical significance. Council acknowledges the Wadawurrung people who have lived in harmony with the land and the waterways of this area for thousands of years. Council is developing a Reconciliation Action Plan to further build our understanding of this history, this Country, and the Wadawurrung traditional owners who cared for and nurtured the land.

Natural environment

Surrounded by coastal foreshore on three sides, the Borough's Port Phillip and Bass Strait coastlines are characterised by primary dunes covered in remnant coastal vegetation, formal parkland and beaches. Exposed limestone cliffs along the coast at both Point Lonsdale and Shortland's Bluff are significant landscape features. The marine and terrestrial environments of Swan Bay, its foreshore and islands are environmental assets of international significance under the Ramsar Convention.

Council is the nominated land manager for approximately 115 hectares of marine and coastal Crown land, which accounts for just over 10% of the total land area of the municipality – the highest proportion of any Council in Victoria.

The need to protect and enhance the Borough's natural environment continues to be a high priority for Council as demonstrated through a number of programs, chiefly the award-winning Climate Emergency Response Plan adopted in May 2021.

Council offices

Council offices are based at the Queenscliff Town Hall, 50 Learmonth Street, Queenscliff, where all Ordinary, Planning Review and Special Meetings of Council are held. The Town Hall is also utilised as an entertainment and cultural facility by various community groups and arts festivals.

Councillors

Councillors' role

Section 28 of the *Local Government Act 2020* outlines the role that each of our Councillors must play when in office and is incorporated into the Borough of Queenscliff's Councillor Code of Conduct, which was last adopted in February 2021 (see page 79).

The section reads, in full:

- 1. The role of every Councillor is—
 - a. to participate in the decision-making of the Council; and
 - b. to represent the interests of the municipal community in that decision-making; and
 - c. to contribute to the strategic direction of the Council through the development and review of key strategic documents of the Council, including the Council Plan.

- 2. In performing the role of a Councillor, a Councillor must—
 - a. consider the diversity of interests and needs of the municipal community; and
 - b. support the role of the Council, and
 - c. acknowledge and support the role of the Mayor; and
 - d. act lawfully and in accordance with the oath or affirmation of office; and
 - e. act in accordance with the standards of conduct; and
 - f. comply with Council procedures required for good governance.
- 3. The role of a Councillor does not include the performance of any responsibilities or functions of the Chief Executive Officer.

Councillor profiles

Council elections are held every four years. The current Council was elected in November 2020 and under the *Local Government Act 2020* is elected for a four-year term. The Victorian Electoral Commission held a countback in April 2022 to fill the vacancy left by the resignation of Cr Fleur Hewitt.



Cr Isabelle Tolhurst (Mayor)

P 0482 992 751
E isabelle.tolhurst@queenscliff.vic.gov.au
Date elected: 12 April 2022
Mayor: 23 November 2022 – present



Portfolio: Environment

Cr Isabelle Tolhurst has a deep connection to the Borough, being a direct descendant of Charles and Henry Dod, significant contributors to Queenscliff and responsible for building the town's first post office and bank. Cr Tolhurst attended Queenscliff Kindergarten and has holidayed in Point Lonsdale for more than 25 years. She now resides in Queenscliff with her family.

Cr Tolhurst holds a Bachelor of Journalism, Master of International Relations, and has worked as a journalist across a range of print and broadcast publications, including *The Copenhagen Post* and *The Jakarta Post*.

Cr Tolhurst was formerly a committee member with Queenscliff Climate Action Group and is a current volunteer rescuer with Wildlife Victoria. She is passionate about community engagement and excited by the outcomes of genuine consultation.

Delegates

- Rural Councils Victoria
- G21 Regional Alliance Board

Committees & Reference Groups

- Audit and Risk Committee
- CEO Employment and Remuneration Advisory Committee
- Lived Experience Disability Group
- Environmental Reference Group
- Point Lonsdale Reserve Project Control Group
- Reconciliation Action Plan Working Group



Cr Fleur Hewitt

P 0437 860 520
E fleur.hewitt@queenscliff.vic.gov.au
Date elected: 4 November 2020
Deputy Mayor: 24 November 2021 – 18 May 2023



Portfolio: Governance and Finance

Cr Hewitt lives with her family in Queenscliff and attends the Queenscliff & Point Lonsdale Playgroup and the Wild Arts Forest School in Point Lonsdale with her two young girls. Cr Hewitt holds a Bachelor of Arts and Bachelor of Laws (with Honours), and is an experienced lawyer, having worked for large national and international law firms and now as a legal manager for a multinational healthcare company. Her expertise is in all areas of real estate, including major transactions, leasing, and construction, and she has a keen interest in planning and environmental issues.

Cr Hewitt resigned from her position as Councillor on the 18th of May 2023.

Delegates

- Barwon South West Local Government Waste Forum
- G21 Environment Pillar

Committees & Reference Groups

- Audit and Risk Committee
- Community Service Awards Reference Group
- Memorials and Plaques Reference Group
- Coastal & Marine Management Plan Steering Committee



Cr Ross Ebbels

P 0427 448 160

E ross.ebbels@queenscliff.vic.gov.au

Date elected: 3 November 2016

Mayor: 28 November 2019 – 22 November 2022



Cr Ebbels has a long and varied involvement with the local community as the former co-owner (with his wife) of two local businesses, Athelstane House and McKenzie Ebbels Food Store. He has also served as inaugural Chair and board member of Queenscliff Music Festival, and represented the Bellarine Peninsula for 14 years on the Geelong Otway Tourism Board, including six years as Chair.

The father of two daughters, both former Queenscliff Kindergarten and Queenscliff Primary School students, he has previously served on the school council, including two years as President.

Delegates

- Geelong Regional Library Corporation
- Geelong Heritage Centre Collection Advisory Committee
- Municipal Association of Victoria
- G21 Economic Development Pillar
- Tourism Greater Geelong & the Bellarine Board

Committees & Reference Groups

- CEO Employment and Remuneration Advisory Committee
- Community Grants Advisory Reference Group
- Memorials and Plaques Reference Group
- Coastal and Marine Management Plan Steering Committee



Cr Donnie Grigau

P 0437 842 380

E donnie.grigau@queenscliff.vic.gov.au

Date elected: 4 Nov 2020



Councillor Donnie Grigau is a committed local entrepreneur with strong ties to the arts and sports communities. Having more than twenty years of experience in the fashion and consumer retail industry as a product developer, Cr. Grigau and his spouse decided to embark on a lifestyle transformation, bidding farewell to Melbourne. Their choice between the serene high country and the scenic coastal life became clear when a business opportunity presented itself on Hesse Street, Queenscliff, where they successfully operated for seven years.

Donnie Grigau's primary focus centres on the community of Queenscliff, where he is dedicated to making a positive impact.

Delegates

- Bellarine Community Safety Group
- G21 Health & Wellbeing Pillar

Committees & Reference Groups

- Community Excellence Awards Group
- Lived Experience Disability Group
- Audit & Risk Committee
- Reconciliation Action Plan Working Group



Cr Michael Grout

P 0437 118 037

E michael.grout@queenscliff.vic.gov.au

Date elected: 4 Nov 2020



Cr Grout is a local resident who has been actively involved in the local community for over 30 years, including various roles with Queenscliff Primary School, Queenscliff 1st Sea Scouts, the local community associations, and sports clubs.

Cr Grout holds a degree in civil engineering and is a training professional with twenty-five years' experience in training and business improvement. He is qualified and experienced in skill development, problem solving, organisation improvement, safety performance and project management, using methods from one-on-one coaching to group facilitation. Cr Grout was recognised at Orica and Wesfarmers with manufacturing training awards in 2000 and 2006/7.

Delegates

- Association of Bayside Municipalities
- G21 Managing Growth Advisory

Committees & Reference Groups

- Point Lonsdale Reserve Project Control Group
- CEO Employment and Remuneration Advisory Committee
- Coastal and Marine Management Plan Steering Committee
- Audit & Risk Committee



Cr Rob Minty

P 0448 721 596

E rob.minty@queenscliff.vic.gov.au

Date elected: 21st June 2023

Portfolio: Cr Minty's portfolio, delegations and Committees and Reference groups were not determined at June 30.

Cr Minty holds a Master's Degree in Business Administration, and professionally has held senior roles in the travel and tourism industry in Australia as well as the USA. He has also held roles in the consumer imaging industry through the Asia Pacific region. Cr Minty also volunteered in the Victorian Government's Small Business Mentoring Service (SBMS).

Cr Minty has previously served as Councillor in 2019 through until the end of term October 2022. He was re-elected in June 2023.

Organisational structure

The Local Government Act 2020 (the Act) states that the primary role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

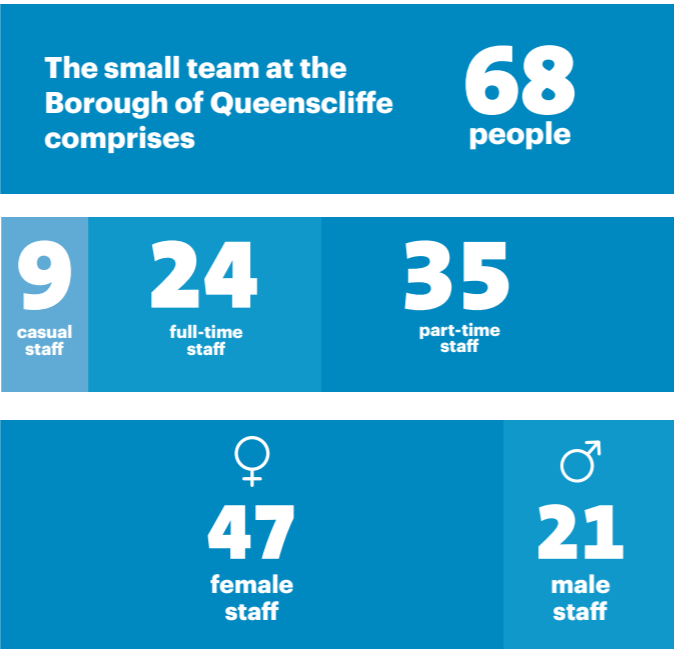
Council manages a broad range of functions, activities and services to:

- Advocate and promote proposals which are in the best interests of the local community
- Plan for and provide services and facilities for the local community
- Provide and maintain community infrastructure in the municipal district
- Undertake strategic and land use planning for the municipal district
- Raise revenue to enable the Council to perform its functions
- Make and enforce local laws
- Exercise, perform and discharge the duties, functions and powers of Councils under this Act and other Acts
- Ensure the peace, order and good government of the municipal district.

To achieve these objectives, appropriately qualified staff and contractors are engaged to deliver a range of services.

The Chief Executive Officer (CEO) is the only staff appointment made by the Council. The CEO is responsible for the employment, work and conduct of Council's staff, and the implementation of decisions made by Council.

Council's staff work across five teams as outlined in the table on the next page.



Council and the local community also benefit from the services of a team of

25 volunteers

who donate their time to the Queenscliffe Visitor Information Centre, plus numerous other volunteers who support Council events and activities.

Areas of responsibility

Office of the Chief Executive Officer	Citizenship and civic events Communications Community engagement Governance	Human resources and training Mayor and Councillor support Organisational development Strategic advocacy
Planning & Community Safety	Animal management Building control Emergency management Environmental health	Heritage advice Local law enforcement School crossings Strategic and statutory planning
Infrastructure & Environment	Building maintenance Climate emergency response Coastal and Crown land management Contract management Engineering Power line clearance	Public amenities Road maintenance and works Street lighting Sustainability and environment Waste management
Finance & Corporate Services	Customer service Finance, risk and audit	Information technology Rate collection
Community	Aged care services Arts, recreation and cultural services Caravan park management Community development Early years services	Events Library services Tourism and economic development Visitor information Youth services

Organisational chart



Management Team Supervises staff Coordinator/Officer Contractor Volunteer

Management team

Council’s management team is led by the Chief Executive Officer (CEO) and includes managers of four directorates: Infrastructure & Environment, Planning & Community Safety, Community, and Finance & Corporate Services.

Chief Executive Officer – Martin Gill

Martin was appointed Chief Executive Officer in October 2019. His qualifications include a Bachelor of Architecture and Bachelor of Fine Arts. He has extensive experience in local government in both Victoria and Tasmania. He was previously with the Meander Valley Council in Tasmania for seven years with three of those as General Manager, and prior to that with the Bass Coast Shire Council.

As Chief Executive Officer, Martin has overall responsibility for ensuring that Council is fully informed on issues and oversees the structures and processes adopted by Council.

In late January 2023, Martin Gill went on health leave and Tim Crawford, Manager Planning & Community Safety, was appointed under delegation as acting Chief Executive Officer. On 15 February 2023, at a Special Council Meeting, Kelvin Spiller OAM was appointed acting Chief Executive Officer until Martin’s return. Kelvin has considerable experience in local government including roles as Chief Executive Officer at several councils including the City of Greater Geelong. Martin returned to work on 17 April 2023.

Manager Infrastructure & Environment – Stuart Hansen

Stuart was appointed Manager Infrastructure & Environment in October 2021 after having served as Special Projects Officer and Projects and Contracts Engineer for more than a decade at the Borough. Stuart’s experience in managing a diverse range of community assets in local government spans almost 20 years. His qualifications include a Bachelor of Engineering (Environmental) (Hons).

As Manager Infrastructure & Environment, Stuart has responsibility for management of the Borough’s community’s built assets and natural assets, delivery of the Climate Emergency Response Plan and provision of residential waste services.

Manager Planning & Community Safety – Tim Crawford

Tim was appointed Manager Planning & Community Safety in July 2022 after most recently having worked as a senior manager at Victoria Police. He previously spent more than 25 years at New Zealand Police in various managerial roles. His qualifications include a Bachelor of Arts (Education) and a Diploma of Teaching (Education).

As Manager Planning & Community Safety, Tim is responsible for overseeing the strategic and statutory planning required throughout the organisation, as well as local law enforcement, emergency management, environmental health services and animal management.

Manager Community – Shannon Maloney

Shannon was appointed Manager Community in October 2021 after having served as Community and Economic Development Program Leader and Coordinator for nine years at the Borough. Her qualifications include a Bachelor of Business (Tourism Management) and a Certificate IV in Public Relations. She has a background in public and private sectors with roles ranging from marketing and communications to centre management and stakeholder engagement.

Shannon resigned from the Borough in May 2023 to take up a senior position with Moorabool Shire Council. The role of Manager Community is currently being filled by officers in acting roles.

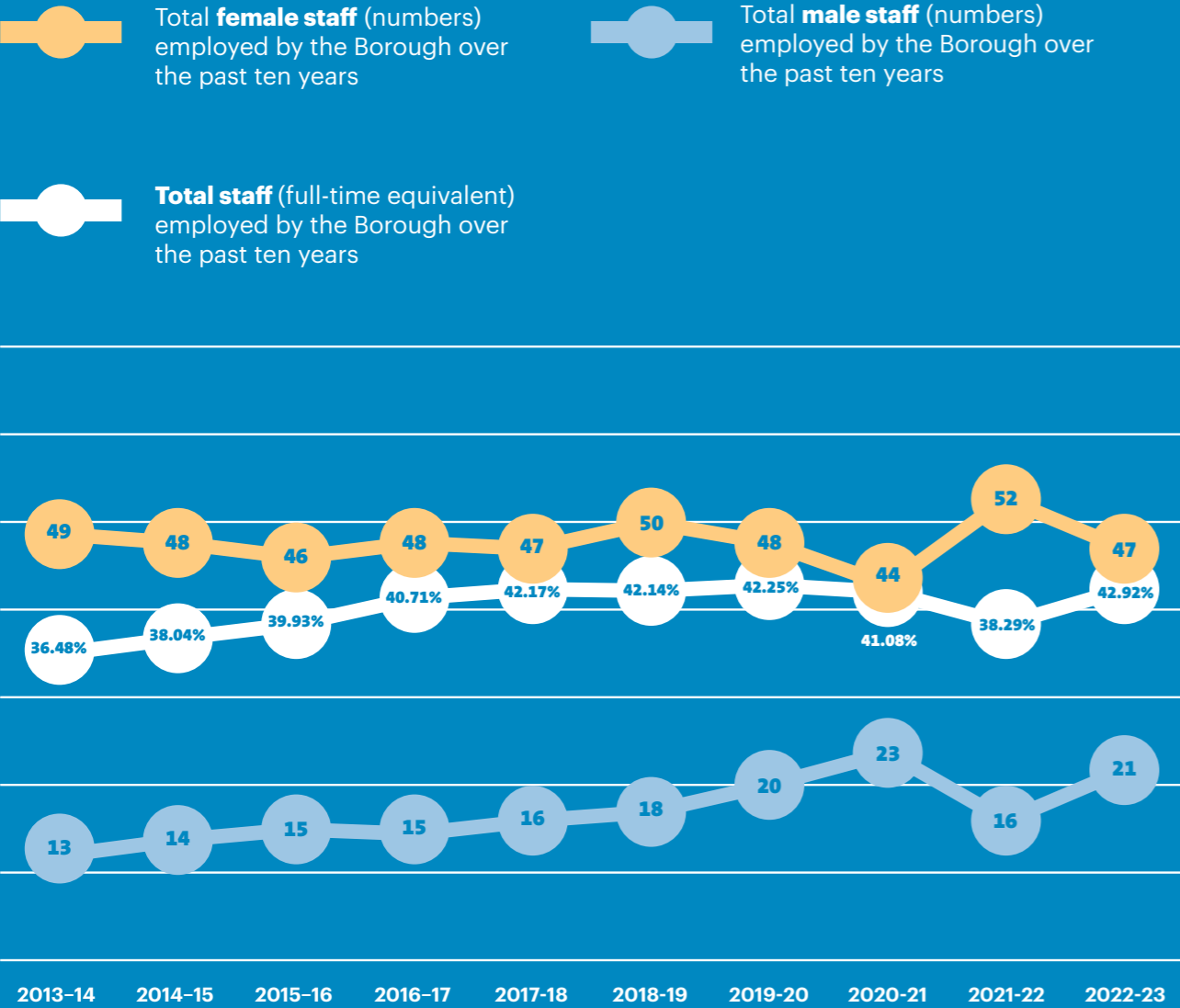
Manager Finance & Corporate Services – Gihan Kohobange

Gihan was appointed Manager Finance & Corporate Services in October 2021 after having served as Manager Financial Services for two years at the Borough. His qualifications include a Bachelor of Accounting and Finance, CPA Australia and CA ANZ. He has extensive experience in finance and accounting. He was previously with the Shire of Dundas in Western Australia as Deputy Chief Executive Officer/ Manager Finance.

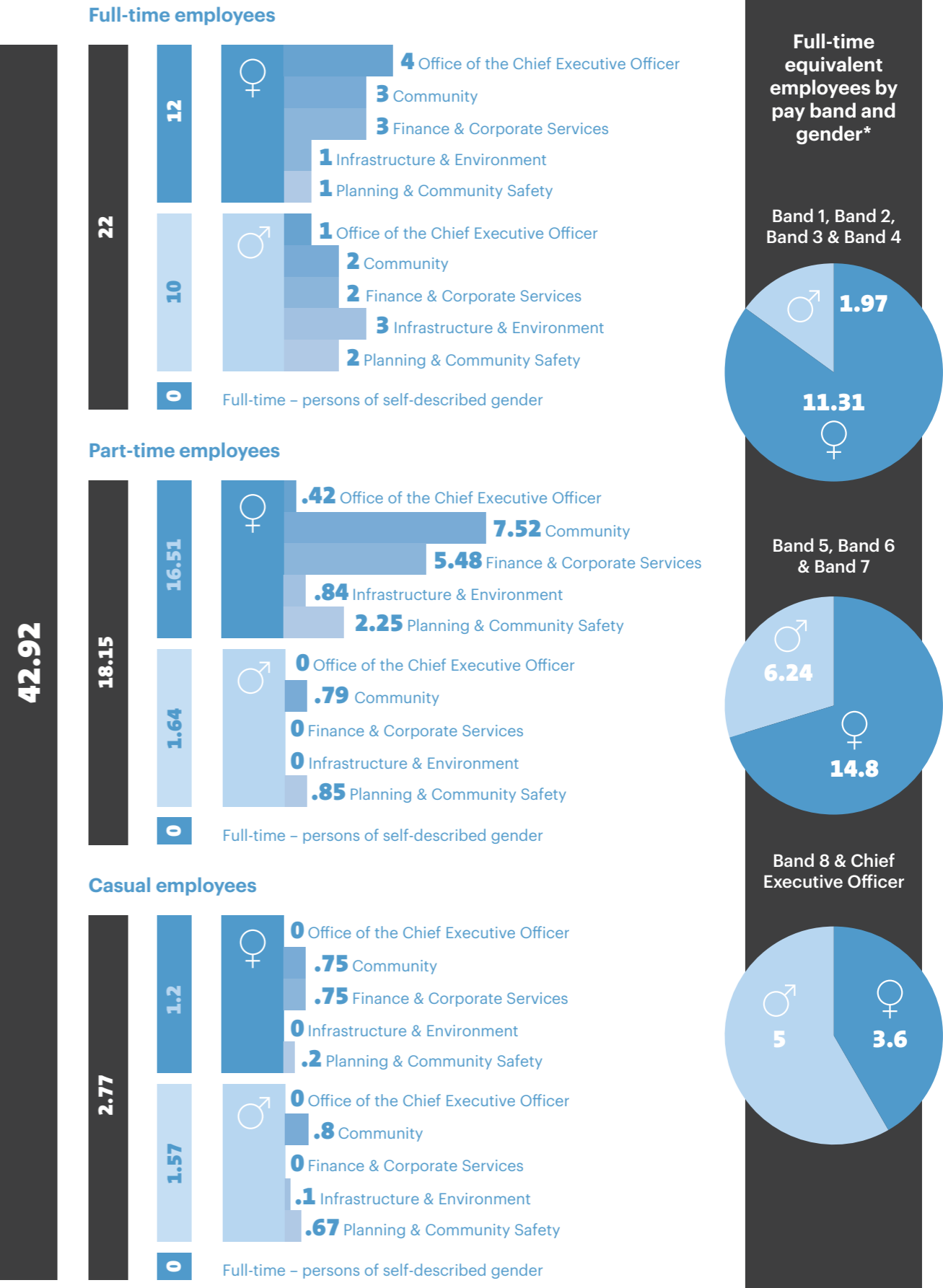
As Manager Finance & Corporate Services, Gihan has overall responsibility for the efficient performance of the finance and corporate services of the organisation.

Council staff

The Borough of Queenscliffe staff team currently comprises 68 people. This figure has remained consistent over the past five years, with the full-time equivalent number also recovering to its usual level after a drop due to several staff being on extended leave and several vacant positions.



Full-time equivalent employees by employment type, gender and directorate



Other staff matters

Equal employment opportunity

All Council's must develop and implement an equal opportunity program for employment matters, which is designed to eliminate discrimination against, and promote equal opportunity for, women and persons in designated groups.

The objective of Council's Equal Employment Opportunity Program is to ensure there is no discrimination relating to the characteristics listed under the *Equal Opportunity Act 2010*, such as race, sex, marital status, parental status, disability, age, religious or political belief, gender identity and sexual orientation. Council has a strong commitment to promoting a workplace free of discrimination where each person has the opportunity to progress to the extent of their ability. Council is committed to upholding equal employment opportunity principles in all its activities.

In all Council policies and practices there shall be no discrimination relating to age; disability; sex; sexual orientation; race; employment activity; gender identity; lawful sexual activity; marital status; industrial activity; political belief or activity; physical features; breastfeeding; pregnancy; parental status or status as a carer; religious belief or activity; and personal association with a person who is identified by reference to any of these attributes.

Selection of individuals for employment, promotion or advancement, training and staff development will be based on the person's merit in fair and open competition according to the skills, qualifications, knowledge, and proficiency relevant to the position involved.

The *Gender Equality Act 2020* was enacted on 25 February 2020 and commenced on 31 March 2021. This Act aims to improve workplace gender equality across the Victorian public sector, universities, and local councils. Under this Act the Borough is required, among other things, to develop a Gender Equality Action Plan every four years and conduct gender workplace audits. The Borough's first Gender Equality Action Plan was submitted to the Gender Equality Commission on 31 March 2022 and was subsequently deemed compliant by the Commission. The Borough's first progress report on its Gender Equality Action Plan is due to the Gender Equality Commission in February 2024.

Enterprise Bargaining Agreement

The Fair Work Commission approved the Borough's current Enterprise Bargaining Agreement No. 11, 2022 on 7 October 2022. This Agreement, together with the National Employment Standards (NES) in the *Fair Work Act (2009)*, forms the terms and conditions of employment for staff (excluding the CEO). The new agreement includes improvements around flexible work arrangements, the right to disconnect from work when on leave, and several gender equality measures.

Professional development

Staff are encouraged to proactively have input into their professional development and training. Over the last year, Council's focus has continued to be on compliance training, with refresher training on fraud, conflicts of interest, privacy, cyber safety, and receipt of gifts. Training in specific areas such as Occupational Health and Safety, Gender Impact Assessments, risk management, and setting up and running an emergency relief centre was conducted for relevant officers.

Staff Consultative Committee

Under the requirements of the current Enterprise Bargaining Agreement, the Borough of Queenscliffe has a Staff Consultative Committee. The role of this committee is to:

- Provide a forum for management and staff to discuss any issues relating to the organisation, including business decisions affecting Council and its employees
- Facilitate consultation between management and employees on workplace relations, organisational human resource issues and other matters
- Review significant policy initiatives and provide feedback on development and implementation of such initiatives
- Promote and encourage staff participation in productivity improvement program initiatives (e.g., suggestion schemes; structured programs to eliminate waste/add value)
- Make recommendations to appropriate managers on matters requiring action that the committee cannot resolve directly
- Promote a participative approach to employee relations
- Consult on organisational matters affecting employees and their conditions of employment, and
- Consult on organisational occupational health and safety matters.

Charitable support

During 2022-23, staff participated in several fundraising activities to raise money for local and national charities. The popular Casual Dress Friday's program continued, where staff were able to donate a gold coin to a nominated charity each month in return for the ability to dress casually in the office on the Friday. The infamous staff Christmas raffle and social club food sales also raised funds for charity.

Individual staff members participated in fundraising activities including the Surf Coast Trek, Movember and a swimming challenge which raised funds for Kids Plus and Give Where You Live, Men's Health Awareness and Hamlin Fistula Ethiopia (Australia) Ltd, respectively.

Other organisations supported through staff charitable support included Geelong Mums, UNICEF – Sri Lanka appeal, Black Dog Institute, Heart Kids, and the Andrew Love Cancer Centre. Staff often suggest charities that have a particular personal meaning to them which results in greater support from wider staff. Well over \$2000 was raised for charity throughout the 2022-23 financial year via these staff initiatives.



Staff changes and recruitment

Table of staff changes:

Position	Reason for recruitment
Manager Planning and Community Safety	Position vacant due to resignation
Law Enforcement Officer (casual)	Service demand
Community Care Worker	Service demand
Roads Infrastructure Engineer	Position vacant due to retirement
QTP Manager	New position
Engineer (casual)	Borough's retired engineer contributing to specific projects
Finance Officer	Position vacant due to resignation
Vegetation and Foreshore Officer	Position vacant due to resignation
Communications Coordinator	Position vacant due to resignation
Finance Officer	Temporary position to assist with backfilling other finance staff during ICT transformation project
Caravan Park Attendant (casual)	Summer and/or temporary positions at the Queenscliffe Tourist Parks to assist during peak demand times
Caravan Park Attendant (casual)	Summer and/or temporary positions at the Queenscliffe Tourist Parks to assist during peak demand times
Amenities Cleaner - caravan park, summer only	Summer and/or temporary positions at the Queenscliffe Tourist Parks to assist during peak demand times
ICT Project Support Officer	Temporary position to assist with ICT transformation project
Acting CEO	Temporary leave replacement position
School crossing supervisor (relief)	Position vacant due to resignation
Communications Officer	Position vacant due to resignation

Positions were advertised in accordance with Council's recruitment procedure. Positions are advertised online at sites such as Seek, LG Pro and Australian Local Government Job Directory. All externally advertised positions appear on the Borough of Queenscliffe website. Extensive interview and selection processes were undertaken for all positions, with successful candidates being recruited to each position.

Occupational health and safety

The Borough of Queenscliffe is committed to providing a safe and healthy workplace for our staff, Councillors, contractors, volunteers, and visitors. Council’s occupational health and safety (OHS) procedures provide a clear framework to guide the health, safety, and welfare of all staff.

Council’s internal Compliance Committee discusses matters relating to OHS. Ongoing OHS training and OHS inspections are key elements in our continuous improvement approach to health and safety performance. Ensuring the safety, health and welfare of all staff is a shared commitment between the Council and every staff member.





Management is responsible for:

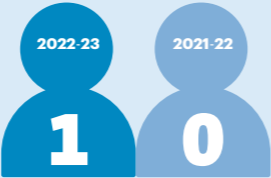
- The provision and maintenance of safe workplaces
- The development, promotion and implementation of health and safety policies and procedures
- Training of employees to enable them to conduct their assigned tasks safely, and
- The provision of resources to meet health and safety commitments.

All employees are required to:

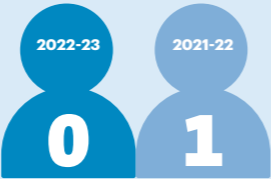
- Report all accidents and incidents according to adopted procedures
- Comply with health and safety policies and procedures, and
- Report all known or observed hazards to immediate supervisor or manager.

Reported work-related incidents

Near miss		2022-23
		2021-22
Dangerous occurrence		2022-23
		2021-22
Injury – first aid treatment only required		2022-23
		2021-22
Injury – medical treatment required		2022-23
		2021-22
Injury – medical treatment as hospital inpatient required		2022-23
		2021-22
Serious injury		2022-23
		2021-22
Fatality		2022-23
		2021-22
TOTALS		2022-23
		2021-22



Lost work days due to work-related incidents



WorkCover claims

Note that all dangerous occurrences (3) in 2022/23 were the result of members of the public abusing/harassing Council officers.

Volunteering

The Borough boasts more than 60 community organisations. In giving their time, volunteers enrich our community and the lives of all they interact with. We’re very proud of the high rate of volunteerism within the Borough of Queenscliffe. According to the 2021 Census, 28 percent of locals aged 15 or older are actively engaged in some form of voluntary work through an organisation or group, which is 15 percent above the state-wide figure.

Volunteering plays a central role in developing and maintaining a connected community, which in turn, adds to a community’s overall sense of wellbeing. Local volunteers care for our environment, our buildings, our arts and culture, our sporting clubs, and our people – residents and visitors alike. They are the fabric of our community. Without them, the Borough would be a very different place to live in and visit.

Volunteering to help visitors

The local knowledge and welcoming manner of our Queenscliffe Visitor Information Centre (VIC) volunteers enhance many visitors’ experiences of the Borough and surrounding region.

During 2022–23, the team of 21 customer service volunteers and 7 heritage guides responded to 22,750 walk-in or phone inquiries and operated 32 heritage walks to 139 participants.

These figures are a marked increase on last year inquiries as Queenscliffe reopens after the COVID-19 pandemic. There is still a slight decrease in traffic following the move to the Queenscliffe Hub (Wirrng Wirrng) from the temporary VIC at the Old Tavern in Hesse Street.

This year marks the first year the VIC has resided in the Queenscliff Hub, along with the Queenscliffe Historical Museum and the Queenscliff Library, located at 49-55 Hesse Street. This provides visitors with the opportunity to visit the VIC when visiting either of the other organisations and lets tourists easily identify and recognise where they can find help.

The team was pleased to distribute tickets to various community events, such as The Chamber Philharmonia Cologne, The Queens Private Diamond Collection and the Queenscliffe Literary Festival.

In addition to moving to the new VIC, the team also grew with four new volunteers stepping up to help both visitors and locals enjoy all our Borough has to offer. Volunteer Jan Barrett was celebrated when she reached 10 years of service, and a new walk was created by v olunteer John Barrett – The Cemetery Walk.

An ongoing program of training opportunities, familiarisation tours, volunteer conferences and social functions ensures all VIC volunteers are actively engaged and fully equipped to perform their vital role.

Celebrating local volunteers

For the first time, the annual Volunteer Recognition Event was held in conjunction with the Community Service Awards. The event brought together volunteers across the Borough to celebrate their hard work and acknowledge their generosity and service to the local community.



Awards and recognition

Community Service Awards

Each year, Council holds citizen awards, where we identify and recognise people and organisations in our community who go out of their way to contribute for the benefit of others. The presentation ceremony is scheduled for May each year to coincide with National Volunteer Week.

This year, Council received nine nominations for the Citizen of the Year award, which was awarded to Lyn Houldcroft for her volunteering roles across the Borough, which include contributions to the Point Lonsdale and Queenscliff RSL Red Cross unit for some 20 years. Lyn has organised numerous fundraising events in her time, including various adventures as part of the Emergency Red Cross Unit. Displaying her talents on the stage appearing in many productions, and volunteering as Secretary and Assistant Director for the Queenscliffe Lighthouse Theatre Group, Lyn is very much a valued volunteer.

Other worthy nominees for the award included environment advocate Neil Mathison and CFA volunteer Lex Erler for his 75-year service at the Queenscliff CFA.

Community Group of the Year was awarded to Coast Guard Queenscliff. These volunteers are on call 24 hours a day, 365 days a year, and are frequently called to assist people who are in trouble on the water. Taking on deployments that are often in the dark and in dangerous conditions, this is an organisation committed to the safety and well-being of our community. Council deeply appreciates this vital service and thanks all those who volunteer with Coast Guard Queenscliff and congratulates them on this deserving award.

King’s Birthday Honours List 2023

The King’s Birthday Honours List recognises those have made substantial contributions and had a significant impact at the local, national or international level. This year, three Borough of Queenscliffe residents were recognised for decades of service to the local community when the List was announced in June 2022.

Point Lonsdale resident Christine Elizebeth McClelland was awarded the Public Service Medal for her outstanding service in Early Childhood, while resident Commodore Nicole Moyneen Curtis Ran was awarded the Military Division of the Order of Australia for exceptional service to the Australian Defence Force in operational health, policy and capability. In addition, John Robert Turner was awarded the General Division of the Order of Australia for his service to lifesaving, including his outstanding work with the Point Lonsdale Surf Lifesaving Club.

Annual Report awarded

For the eighth year in a row, the Borough’s Annual Report attained Gold in the 2022 Australasian Reporting Awards (ARA).

To receive Gold, a report must demonstrate overall excellence in annual reporting and provide high quality coverage of most aspects of ARA criteria, full disclosure of key aspects of core business, and outstanding disclosures in major areas. Achieving Gold standard provides a model for other organisations to follow.

Institute of Public Administration Australia (IPAA) Leadership in the Public Sector Awards

The Borough, in partnership with Barwon Water, Barwon Health and the four other G21 councils was nominated for IPAA Climate Change Impact and Adaptation Award.

The collective won the award for the Regional Renewable Organics Network project, a regional initiative, that will convert organic waste into energy and biochar agriculture products.

The award citation recognised the innovative initiative which would contribute to addressing climate change impacts, and the successful collaboration model that underpinned the partnerships.





Our performance

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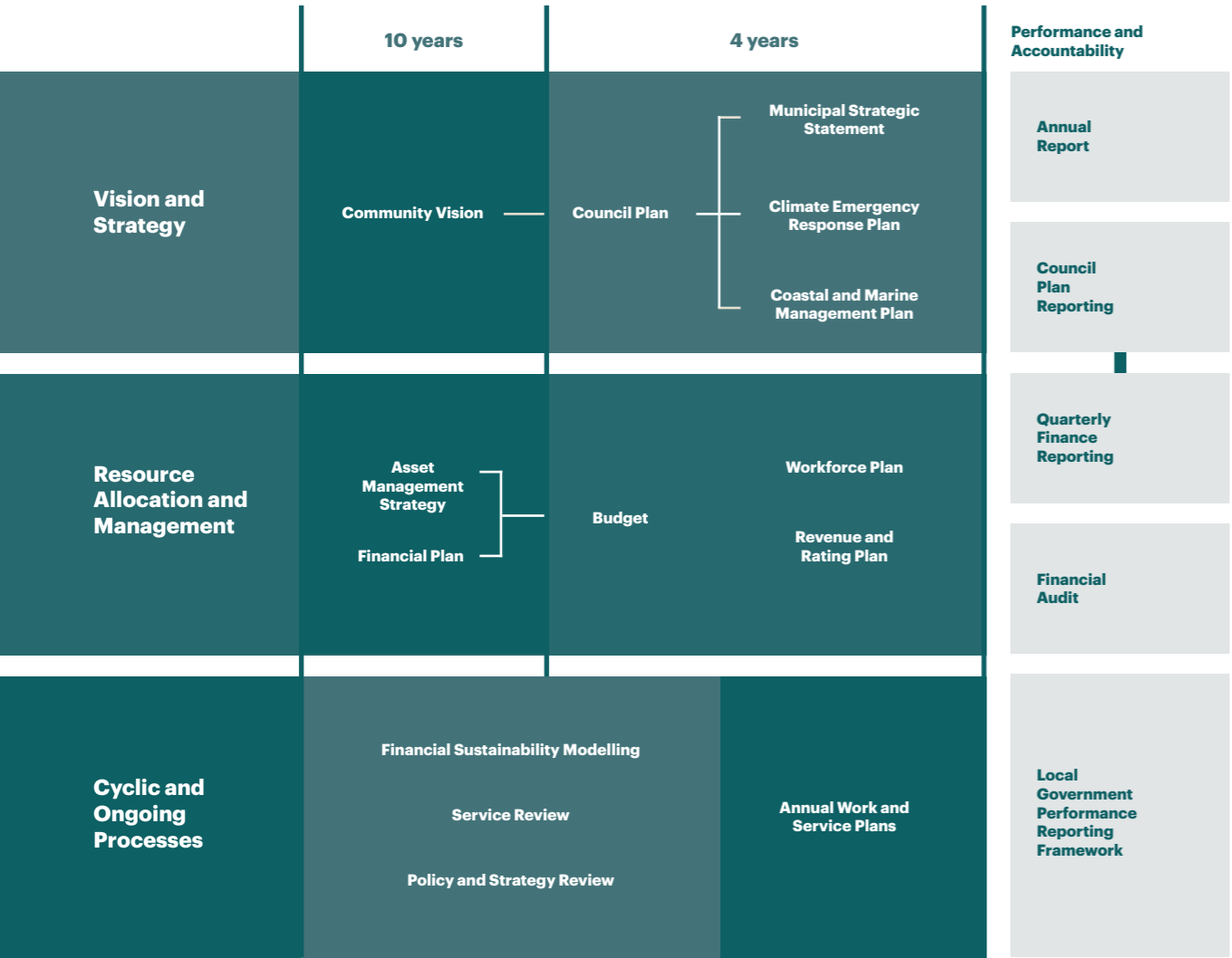
Strategic planning and reporting framework

The *Local Government Act 2020* requires Council to prepare its key planning and reporting documents in accordance with strategic planning principles. The strategic planning principles in the Act are:

- a. strategic planning must address the Community Vision
- b. strategic planning must take into account the resources needed for effective implementation

- c. strategic planning must identify and address the risks to effective implementation
- d. strategic planning must provide for ongoing monitoring of progress and regular reviews to identify and address changing circumstances.

The Act also requires Council to adopt an integrated approach to planning, monitoring and performance reporting. This is our strategic planning framework, as documented below.



Council Plan

The Borough of Queenscliffe's Council Plan 2021–2025 determines the strategic direction for the newly elected Council during its term. It sets out five portfolios against which Council's performance is measured. The strategic objectives of each portfolio define Council's priorities for service planning and delivery over a four-year period.

Each portfolio includes several priorities, with corresponding indicators and intended actions. The priorities outlined are statements about what Council aims to undertake on behalf of the community to achieve each strategic objective. The indicators are then used to monitor achievement of the priorities, and the intended actions represent the type of work Council undertakes to further the strategic objectives described. Some actions document Council's legislative responsibilities, while other actions are conditional on external funding and resourcing. All actions are then subject to the annual planning and budget decision process.



Community Vision



The *Local Government Act 2020* requires Council to create a Community Vision which informs and guides the development of the Council Plan. The goal of the vision is to produce a consistent, long-term outlook for the Borough's future that successive Councils and the community as a whole can work towards.

Council worked closely with residents and ratepayers from across the Borough throughout a comprehensive three-stage community consultation process. The vision encapsulates a central statement, supported by five pillar statements that provide more detail on the values and goals outlined in the central statement.

The Borough is a special and restorative place, renowned for its distinctive coast, rich living heritage and vibrant culture.

Our community is caring, and welcoming to visitors.

We have a deep respect for the Wadawurrung People and are taking action to protect Country.



Enhancing health and wellbeing

Our community encourages an active and outdoor lifestyle and nurtures the welfare of all



Protecting Country and our natural environment

We mitigate and adapt to the risks of climate change and preserve our ecosystems and biodiversity



Supporting business and community prosperity

We have a thriving local economy and community that is underpinned by high quality infrastructure and services



Encouraging an inclusive and engaged community

We have a welcoming, connected and diverse community that is supported by informed and consultative leadership



Protecting and celebrating Wadawurrung and Borough heritage

Our cultural and built history is conserved and celebrated











Portfolio 1:

Health and wellbeing

Strategic objective:
To support community wellbeing and encourage an active lifestyle

Council Plan priorities & intended actions

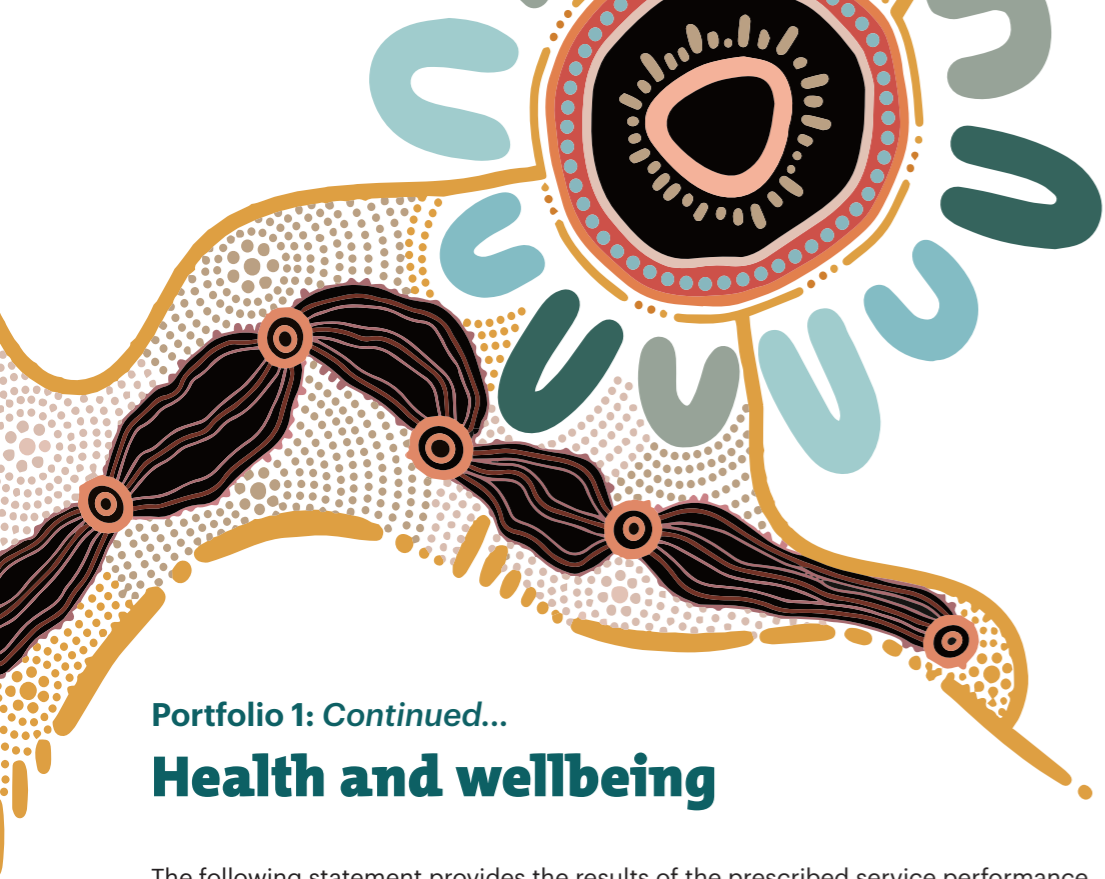
1	Promote healthy and active lifestyles	
	Prepare a Health and Wellbeing Action Plan for 2021 – 2025 Adopted by Council June 2023.	 Actioned
	Work with Bellarine Community Health to address obesity Work on this project is yet to be undertaken or scheduled due to resourcing constraints.	 Not actioned
2	Promote awareness of the importance of responsible alcohol consumption and responsible gambling Work on this project is yet to be undertaken or scheduled due to resourcing constraints.	 Not actioned
	Support older residents to live independently	
	Provide the Commonwealth Home Support Program (CHSP) Annual budget allocation adopted. Council continues to provide an accredited, responsive aged support service and has maintained its zero-waiting list for new clients.	 Actioned
3	Promote diversity and gender equality	
	Create a Gender Equality Statement of Commitment The statement was adopted by Council May 2023.	 Actioned
	Implement the objectives and provisions of the Gender Equality Act 2020 The Borough's Gender Equality Action Plan (GEAP) has been developed in accordance with the Gender Equality Act and outlines the Borough's main strategies and actions to be undertaken over the next four years towards achieving gender equality in our workplace.	 On Track
	Promote and implement Respect 2040 Council officers have been working with other key G21 stakeholders in implementing Respect 2040, a social movement auspiced by Women's Health and Wellbeing Barwon South West. In addition, the CEO and HR and Governance Coordinator are on the Project Steering Committee.	 On Track
	Contribute to the delivery of the strategic plan for prevention and addressing violence against women and children in the G21 region Council officers are working with other regional partners on the project.	 On Track

Portfolio 1: Continued...

Health and wellbeing

Council Plan priorities & intended actions

4	Support initiatives and community groups that foster inclusion and connection and encourage physical activity within our Community	
	Facilitate and promote activities that reduce social isolation and foster inclusion in the community Council continues to promote the work of local organisations through its annual community Grants and Event Sponsorship programs, which support community, art, and cultural projects and activities that enhances the wellbeing and quality of life for people living in the Borough. This included facilitating the grant application for the Queenscliff Recreation Reserve Lighting upgrade and cricket pitch cover.	 Actioned
5	Increase access to services and support for young people and their families	
	Skate park is upgraded Any upgrades to Gasworks Skate Park are dependent on funding and resourcing which is not yet available. Council continues to maintain the park for daily use.	 Not actioned
	Bike park is completed Council is on track to complete design phase by March 2024. Council has provided a budget allocation to complete a design and construct tender process in second quarter of 2023 - 24 financial year.	 On Track
	Dedicated indoor spaces for all ages, including young parents and babies, have been created The creation of any new dedicated indoor space in the Borough requires scoping and the development of a business case, as well as funding and resourcing which is not yet forthcoming.	 Not actioned
6	Protect our community from physical hazards, and the risks of natural disasters	
	Continue to build community resilience and prepare for emergencies The updated Municipal Emergency Management Plan was approved by Regional Emergency Management Committee in May 2023.	 Actioned
	Facilitate the regular meeting of the Municipal Emergency Management Planning Committee (MEMPC) and an annual review of the EMP's work in collaboration with Regional MEMPC Council's MEMPC met formally on four occasions throughout 2022-23. An emergency management training exercise (field) was conducted in the Borough and its surrounds October 2022.	 Actioned



Portfolio 1: Continued...

Health and wellbeing

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / indicator / measure / material variations & comments	2019-20	2020-21	2021-22	2022-23
Maternal and Child Health (MCH)				
Service standard				
Infant enrolments in the MCH service	100%	100%	100%	100%
10 birth notifications received and all enrolled in the MCH service.				
Service cost				
Cost of MCH service	\$182	\$170	\$198	\$202
The contracted cost of the service has increased slightly despite the hours worked by MCH nurses remaining at the previous year's level.				
Participation				
Participation in the MCH service	63.98%	68.71%	73.24%	45.37%
Only 49 children attended the MCH service at least once, of the 108 infants enrolled in 2022-23.				
Participation				
Participation in the MCH service by Aboriginal children	100.00%	100.00%	0.00%	0.00%
No Aboriginal children were enrolled in the MCH service during the reporting period.				
Satisfaction				
Participation in 4-week Key Age and Stage visit	100.00%	100.00%	105.88%	130.00%
10 birth notifications received and 18, 4-week key age and stage visits made in 2021-22 (including 3 children transferred in before the 4-week check-up).				
Food Safety				
Timeliness				
Time taken to action food complaints	0.50	1.00	1.00	1.00
3 food complaints received and all actioned within 1 day.				
Service standard				
Food safety assessments	39.34%	98.33%	63.24%	59.68%
The annual food safety assessment period is from 1st January to 31st December. Staff shortages have impacted the full inspection routine.				
Service cost				
Cost of food safety service	\$585	\$684	\$355	\$647
The average cost of food safety service is in line with the pre-covid average cost. The cost of the service was down in 2021-22 due to the position being vacant for part of the year.				
Health and safety				
Critical and major non-compliance notifications	100%	100%	100%	100%
Council received 22 critical non-compliance notifications in 2022-23. Council has achieved a 100.00% compliance rate over the four years.				

Portfolio 1: Continued...

Health and wellbeing

Service / indicator / measure / material variations & comments	2019-20	2020-21	2021-22	2022-23
Local Law Enforcement – Animal Management				
Timeliness				
Time taken to action animal requests	1.00	1.00	1.00	1.00
Cumulative gross number of 24-hour days. If a request is responded to in less than 24 hours, time taken is counted as one day.				
Service standard				
Animals reclaimed	100%	100%	33.33%	20.00%
3 animals reclaimed from 9 animals collected and taken to animal welfare.				
Service standard				
Animals rehomed	0.00%	0.00%	0.00%	0.00%
No data is available to report against this indicator.				
Service cost				
Cost of animal management service per population	\$27	\$28	\$27	\$29
Slight decrease in cost of service and is in line with average cost for previous years.				
Health and safety				
Animal management prosecutions	0.00%	0.00%	0.00%	0.00%
Zero prosecutions. Council's policy of 'first ride home' for straying animals results in a greater emphasis on education. Animal owners are made aware of the potential penalties, resulting in a reduced likelihood of penalties being issued.				
Library – Libraries				
Utilisation				
Physical library collection usage	2.93	2.33	3.76	3.61
The number of available physical library collection items for loan has experienced an increase.				
Resource standard				
Recently purchased library collection	62.33%	68.42%	78.30%	74.25%
The acquisition of library collection items has seen a growth over the past two years.				
Participation				
Active library borrowers in municipality	36.72%	31.30%	26.94%	25.86%
Over the last two years, there has been a decline in the count of active borrowers, even though the population has undergone a slight increase. It's worth noting that this decrease could be attributed in part to the constrained space at the temporary library location. The limited capacity at the temporary facility may have influenced the decrease in active borrowers.				
The library has been moved to a newly upgraded permanent location during the 2022-23 fiscal year. This relocation to a more suitable and improved space could potentially have a positive impact on attracting more borrowers and increasing community engagement.				
Service cost				
Cost of library service per population	\$76	\$75	\$77	\$76
In recent years, the Council has been spending closer to \$75 per person in providing library services to the municipality.				



Portfolio 1: Continued...

Health and wellbeing

The following statement provides information in relation to the services funded in the 2022–23 Budget and the persons or sections of the community who provided the service.

Service Area	Surplus/(Deficit) \$'000		
	Actuals	Budget	Variance
Aged services	(222)	(127)	(95)
Provides care and assistance to older residents and carers requiring respite so that residents can live independently and remain safe in their homes. The program is focused on maximising the wellbeing, safety and health of frail older people and carers requiring respite. Through the Commonwealth Home Support Programme, support and maintenance services are provided to people living at home, whose capacity for independent living is at risk, or who are at risk of premature or inappropriate admission to long term residential care.			
Recreation, arts, culture and community	(155)	(140)	(15)
Promotes community wellbeing by supporting people and communities to be involved and active in sport, recreation, arts, culture and other community and civic activities. The program area is responsible for building the capacity of local clubs and community organisations and assisting these organisations to develop and implement projects that support social inclusion, access and equity within the Borough.			
Community events	(230)	(185)	(45)
Promotes community wellbeing, celebrates the significance of the Borough and stimulates the local economy through conducting events directly or facilitating, supporting and administering a range of recreation, arts and cultural events planned and implemented by community organisations or commercial businesses. Council also plays a key role in promoting and acknowledging the significant roles played by volunteers in local organisations.			
Maternal and child health	(11)	(16)	5
Plays a key role in supporting and monitoring the health and wellbeing of local families and children from birth to school age. The program is a primary health service which provides a comprehensive and focused approach for the promotion, prevention, early detection, and intervention of the physical, emotional or social factors affecting young children and their families. Council currently contracts the City of Greater Geelong to provide these services in the Borough.			
Kindergarten	(4)	(1)	(3)
An important part of the Borough's early years services. Kindergarten assists in supporting the wellbeing of pre-school children and providing a safe learning environment to enable children to gain early life skills and knowledge and assist their smooth transition to primary school. Whilst the Queenscliff Kindergarten is operated independently of Council by a Committee of Management, Council manages the kindergarten building, facilitates access to external grants and supports the Kindergarten Committee of Management as needs arise.			
Environmental health	(66)	(73)	7
Monitors and maintains a safe environment for public health and wellbeing. This program is designed to meet Council's statutory obligations regarding public health, notably under the Food Act 1984 and Public Health and Wellbeing Act 2008. Mandatory assessments of food safety, accommodation and beauty treatment premises are completed in accordance with the regulations and risk management frameworks. Tobacco control activities reduce the prevalence of smoking in the community. Nuisance complaint investigations remedy public health and amenity concerns and infectious disease investigations control and reduce the likelihood of notifiable disease. The program also facilitates mosquito control activity.			
Local laws, safety and amenity	(206)	(258)	52
Promotes community wellbeing and safety in various settings and through monitoring public behaviour consistent with Council's local laws. This is achieved through management of school crossings, the provision of animal management services including animal registration and a dog and cat collection service, enforcement of local laws, issuing of local law permits, management of the boat ramp and enforcement of parking restrictions. This service is also the first Council respondent to out-of-hours emergencies.			
Library	(245)	(238)	(7)
Promotes community wellbeing by encouraging active participation and life-long learning opportunities in a safe, inclusive setting. Libraries can be restorative places and often a safe haven for people outside their own home. The public library service is provided in Queenscliff in a Council-owned building and is operated by the Geelong Regional Library Corporation under a deed of agreement with Council. Council is one of four municipalities that make up the membership of the Corporation.			
Total	(1,138)	(1,037)	(101)

Portfolio 2:

Environment

Strategic objective:
To protect our environment and address climate change issues

Council Plan priorities & intended actions

- 1

Align Council policies and plans with the Wadawurrung Healthy Country Plan

Review Council strategy, policy and operational documents and amend to incorporate the objectives of the Wadawurrung Healthy Country Plan

Work has continued on our Reflect Reconciliation Action Plan, deepening the relationship between Council and the Wadawurrung. Council established a Reconciliation Action Working Group and is progressing the development of this action. Key documents like our Council Plan, Climate Emergency Response Plan, and Coastal and Marine Management Plan share common objectives with the Wadawurrung Healthy Country Plan.

On Track
- 2

Respond to the impacts of climate change and reduce carbon emissions through the Climate Emergency Response Plan

Implement the short-term actions in the Borough of Queenscliff Climate Emergency Response Plan

Council is supporting community initiatives and groups to work on the implementation of the CERP. Our carbon emission reduction targets are on track to be achieved by 2031, with the level of carbon emissions generated by Council operations having steadily reduced year upon year. Council is also sourcing 100% electricity for operations from renewable sources by 2025. A May 2023 review of the CERP indicated that 15 short-term actions had been completed.

On Track
- 3

Protect our coastal and public areas including their ecosystems and biodiversity

Implement the short-term actions in the Borough of Queenscliff Coastal and Marine Management Plan (CERP)

Once the Coastal and Marine Management Plan is completed, implementation will begin. The document remains under development, and Council is preparing an updated document for further consultation.

Not actioned

Council Plan priorities & intended actions

4

Protect and manage our wetlands and waterways

Prepare and implement an Integrated Water Management Plan

Scoping work completed and preparation of Integrated Water Management Plan to take place in 2023 – 2024 financial year. Budget allocation provided through the 2023 – 2024 budget.

On Track

Collaborate with the Corangamite Catchment Management Authority to implement the Borough of Queenscliff priority directions in the Regional Catchment Management Strategy

Council officers continue to work with the Corangamite Catchment Management Authority and other partners to implement the priority directions identified for the Bellarine and Surf Coast Landscape System.

Actioned

Support community groups to monitor and maintain our bay wetlands and waterways

Council consulting with Swan Bay Environment Association to determine the full extent of their monitoring processes. Officers will then establish the most appropriate methods of support.

Not actioned

Continue to encourage the expansion of the Port Phillip Marine National Park and Swan Bay Ramsar area by including Lakers Cutting

Council provided a submission to Engage Victoria's Port Phillip Bay and Bellarine Peninsula Ramsar Site Boundary Review suggesting that Lonsdale Lakes, Lake Victoria, Edwards Point, Sand Island, and Swan Island be added to the Ramsar site listing. Council will continue to advocate for this expansion

On Track

5

Regenerate and revegetate open spaces with indigenous plants and increase tree canopy coverage

Prepare Vegetation Management Policy

Council has modified the intent of the project expanding into a Vegetation Management Strategy. A draft strategy is expected to be shared with Councillors in late 2023.

On Track

Implement vegetation programs in collaboration with our community and outside agencies

Officers have met with local groups including the Swan Bay Environment Association. Council continues to collaborate and support outside agencies to undertake vegetation programs, such as the Bellarine Catchment Network's Coast Carers program, which has focused its efforts through The Narrows, Rip View, and Point Lonsdale Lighthouse Reserve.

On Track

Apply for government environmental grants to assist community groups with vegetation programs

Support for Friends of Victoria Park and the planting of trees in Victoria Park, Queenscliff, as well as the installation of a commemorative plaque is underway.

On Track

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / indicator / measure / material variations	2019-20	2020-21	2021-22	2022-23
Waste Management and Recycling – Waste Collection				
Satisfaction				
Kerbside bin collection requests	167.65	105.04	96.80	163.60
The variance for 2022-23 reflects 471 kerbside bin collection requests, a notable increase from the 278 requests recorded in 2021-22. This rise can be attributed to the introduction of Food Organic and Garden Organic (FOGO) waste bins.				
Service standard				
Kerbside collection bins missed	4.88	4.94	5.61	5.42
163 bins missed in 2022-23 compared to 170 bins in 2021-22 despite the rollout of Food Organic and Garden Organic (FOGO) waste bins.				
Service cost				
Cost of kerbside garbage collection service	\$106	\$109	\$125	\$102
Despite the increase in the landfill levy, the cost of landfill disposal has decreased due to improved waste diversion attributed to the rollout of Food and Garden Organics (FOGO) waste bins.				
Service cost				
Cost of kerbside recyclables collection service	\$72	\$74	\$80	\$67
Decrease in recyclables collection service is due to the introduction of a fortnightly collection frequency at the time of introducing a Food Organic and Garden Organic (FOGO) service.				
Waste diversion				
Kerbside collection waste diverted from landfill.	46.92%	55.50%	55.57%	68.03%
The significant improvement in waste diverted from landfill in 2022-23 is due to the rollout of Food Organic and Garden Organic (FOGO) waste bins.				



Environment

Service Area	Actuals	Budget	Variance
Environmental sustainability	(196)	(276)	80
Sees the Borough playing its part in protecting the natural environment for future generations. This includes Council measuring, monitoring and reducing its carbon emissions as well as assisting the local community to implement various initiatives designed to reduce greenhouse gases through the Community Environment Alliance. Council plays a key role in responding to the challenges of climate change and sea level rise and where possible working with various federal, state, regional and local organisations to inform and educate the community about practices that support environmental sustainability.			
Coastal protection	(33)	(294)	261
Seeks to preserve and enhance the Borough's globally significant, highly valued coast as an iconic environmental asset for current and future generations. Under this program, Council implements State Government coastal management policy, manages environmental projects and works with state, regional and local services to enhance its management of coastal Crown land. The program involves weed reduction initiatives and annual planting of trees, shrubs and grasses.			
Waste management and recycling	(86)	(136)	50
The Waste Management and Recycling program seeks to involve the local community in protecting the environment for future generations by minimising waste. Council works with local and regional organisations, including neighbouring councils and Sustainability Victoria to increase community awareness and promote behaviours that reduce waste and promote recycling. The program includes a recycling service, Food Organic and Garden Organic (FOGO) service, household rubbish service and hard rubbish collection service for all residential and tourist accommodation properties. A range of public waste services are also provided given the comparatively high level of tourist visitation. It is important to note that full cost recovery of waste management, including recycling, is achieved via application of waste charges to ratepayers in accordance with Council's Rating and Revenue Plan.			
Total	(316)	(706)	390



To support a prosperous and diverse local economy

1 Support existing business to recover from the economic impacts of COVID-19

Actioned



On Track

Actioned

2 Improve the management of Council-operated tourist parks for the benefit of the whole community



On Track

3 Encourage more diversity in the local economy

Actioned

Actioned

Local economy

Council Plan priorities & intended actions

- 4

Support arts, festivals, markets, and other community events

Attract a range of different events across the calendar years

Council undertook an MOU with Searoad Ferries and Queenscliff Music Festival to deliver the 2023 Nightide Winter Solstice event attracting over 4000 attendees. The Council event sponsorship policy actively encourages applications for events across the calendar year.

▶▶▶
Actioned
- 5

Promote the Borough to increase financial yield from visitation, particularly over shoulder and off-peak periods

Work with Tourism Greater Geelong and Bellarine to market Borough of Queenscliffe and its tourism point of difference

Council's membership with Tourism Greater Geelong & The Bellarine provides ample marketing benefits throughout the year.

▶▶▶
On Track

The following statement provides information in relation to the services funded in the 2022–23 Budget and the persons or sections of the community who provided the service.

Service Area	Surplus/(Deficit) \$'000		
	Actuals	Budget	Variance
Tourist parks	1,062	744	318
Ensures the Borough remains a special place for visitors while increasing tourism's contribution to the local economy. The program includes management of three tourist parks. It currently provides approximately 350 camping/caravanning sites and associated facilities, including maintenance of seven amenities blocks. While contributing significantly to the local economy, this program generates a net income result, which is used to fund improvements to and maintenance of community facilities, foreshore infrastructure and coastal protection activities on Crown land.			
Visitor Information Centre	(227)	(253)	26
Promotes the Borough as a special place for visitors, and supports local tourism and related businesses through the dissemination of tourism information that plays a key role in supporting a diverse and vibrant local economy. This program manages a year-round state-accredited tourist information service, with paid staff and volunteers offering information and advice about the visitor experiences on offer across the Borough and through other parts of Victoria.			
Tourism and economic development	(185)	(211)	26
Seeks to build on the Borough's unique heritage, rich culture and significant natural environment to strengthen the diversity and vibrancy of the local economy. The program is integrated with the activities of state and regional tourism organisations. Marketing and promoting the Borough and its attractions is key to increasing the number of day trippers and overnight visitors. The program's focus is informed by the Council's Economic Development Strategy and includes supporting local businesses and working with neighbouring municipalities, Tourism Greater Geelong & The Bellarine, G21 and the State Government to implement regional economic development and related infrastructure priorities.			
Total	650	280	370

Heritage, planning & infrastructure

Strategic objective:

To protect our distinctive coastal, cultural, and built environment, and provide sustainable, suitable infrastructure

Council Plan priorities & intended actions

- 1

Improve planning controls to protect built form heritage values within the Borough of Queenscliffe

Amend and update the Planning Scheme to incorporate recommendations of the Heritage Review

Council is continuing to find ways to work around changes occurring to the scheme initiated by State Government – e.g., Bellarine Peninsula State Planning Policy Statement. Focus and resources are with the Fisherman Flat precinct review.

▶▶▶
On Track
- 2

Enhance planning controls to protect neighbourhood character and promote environmentally sustainable design

Amend and update the Planning Scheme to incorporate: Bellarine Peninsula State Planning Policy Statement; Updated Urban Character Studies; Environmentally Sustainable Design Principles

This project is influenced by State Government activity. The incorporation of the Bellarine Peninsula State Planning Policy Statement into the Queenscliffe Planning Scheme by DEECA is the trigger for work to commence on this action. Once this is completed Council will undertake a gap analysis to determine what, if any further amendments need to be made to ensure the Borough of Queenscliffe Planning Scheme incorporates all the relevant policy changes.

▶▶▶
On Track
- 3

Identify and protect the Borough's distinctive coastal characteristics

Adopt a Coastal and Marine Management Plan

Significant work has been undertaken on this project. Council has resourced the project and continues to make progress. Council is currently collaborating with the Wadawurrung Traditional Owners Aboriginal Corporation to complete a critical cultural analysis of the foreshore areas.

▶▶▶
On Track
- 4

Maintain and promote military, maritime, and historic features on Council-managed land

Develop conservation management plans for heritage places such as P1 Huts, military and maritime structures and Avenue of Honour

Conservation Management Plan for Point Lonsdale Maritime and Defence Precinct has been completed. Heritage citation for Avenue of Honour has been updated.

▶▶▶
On Track

Heritage, planning & infrastructure

Council Plan priorities & intended actions

5	Maintain and improve community infrastructure within the Borough	
	Prepare an Asset Management Plan Adopted by Council December 2022	Actioned
	Complete major community infrastructure projects The Construction on the Queenscliffe Hub (Wirrng Wirrng) is complete, providing a new state-of-the-art space for community gathering and learning. Similarly, Better Boating Victoria's upgrade of the Queenscliff Boat Ramp has also been completed, allowing boaters and fishers more space and better facilities to launch. The Hesse Street toilet block is now open to all, and the restoration of the P1 Huts is complete.	Actioned
	Revitalise main street precincts Work is planned to improve the aesthetics of the roundabouts on Hesse Street. Intent and scope of project to be revisited.	On Track
	Complete a Traffic Management Study The draft Queenscliff Traffic Management study is complete and will be put out for community consultation and feedback in Quarter 2 2023 – 2024 financial year.	On Track
	Protect road access to the Borough by advocating for general road maintenance and raised roads in flood-prone areas within and to/from the Borough Council officers continue to advocate for road improvements through regular meetings with a network of key stakeholders including Regional Roads Victoria.	On Track
	Maintain informal car parks, beach access paths, and dune tracks This work has been incorporated into the asset renewal program and has become part of the Annual Maintenance Program.	Actioned
	Implement the Public Toilet Strategy Following community requests to either prioritise new toilets (Loch St, Point Lonsdale) already identified in the strategy or construct new toilets (24-hour Queenscliff CBD facility), Council has resolved to review the strategy.	On Track
6	Facilitate walking, cycling, and active transport	
	Complete and implement an Active Transport Strategy The extensive community consultation phase has been finalised and the draft report, developed with the input of community feedback, is being considered by Council.	On Track

Heritage, planning & infrastructure

Council Plan priorities & intended actions

7	Advocate for better, sustainable, local public transport which connects to the region	
	Participate in the G21 Integrated Transport Strategy Council attended and contributed to the project stakeholder reference group and provided feedback on the draft document as it related to the Borough.	Actioned
	Advocate for improved public transport to, from, and within the Borough Council continues to present public transport matters to a variety of forums and agencies, including the Barwon Regional Partnership, G21, and when the opportunity presents itself, directly to the Department of Transport.	On Track



Heritage, planning & infrastructure

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / indicator / measure / material variations	2019-20	2020-21	2021-22	2022-23
Land Use Planning – Statutory Planning				
Timeliness				
Time taken to decide planning applications	62.00	63.00	55.00	69.50
130 planning application decisions in 2022-23 (146 decisions in 2021-22). There has been a more significant impact on our timelines over the last year due to applicants negotiating with objectors and delays in finalising applications due to an increase in information provided to Councillors.				
Service standard				
Planning applications decided within required timeframes	85.85%	75.70%	74.66%	69.23%
90 planning applications decided within required time frames out of 130 planning application decisions in 2022-23.				
Service cost				
Cost of statutory planning service	\$2,144	\$2,231	\$1,693	\$2,781
Cost of statutory planning service was understated for 2021-22 due to temporary staff vacancies. At the same time, there is a reduction in the total number of planning applications received (121 applications received in 2022-23 compared to 145 applications received in 2021-22).				
Decision-making				
Council planning decisions upheld at VCAT	0.00%	0.00%	100.00%	100.00%
5 planning decisions were referred to VCAT in 2022-23 and all decisions were upheld at VCAT. 3 decisions were referred to VCAT in the previous financial year and all were upheld.				
Asset Management and Appearance of Public Places – Roads				
Satisfaction of use				
Sealed local road requests	397.62	335.71	285.71	230.95
97 requests received in 2022-23 for 42 km of sealed local roads (120 requests in 2021-22).				
Condition				
Sealed local roads maintained to condition standards	100.00%	100.00%	100.00%	100.00%
All local roads are above the renewal intervention level set by Council.				
Service cost				
Cost of sealed local road reconstruction	\$580	\$341	\$0	\$0
There has been no road reconstruction work during the 2022-23 year.				
Service cost				
Cost of sealed local road resealing	\$0	\$300	\$0	\$7
11,156 square meters of roads were resealed during the 2022-23 year.				
Satisfaction				
Satisfaction with sealed local roads	66	66	65	65
The result for 2022-23 is above the state-wide average and the average for the small rural Council category.				

Heritage, planning & infrastructure

The following statement provides information in relation to the services funded in the 2022–23 Budget and the persons or sections of the community who provided the service.

Service Area	Surplus/(Deficit) \$'000		
	Actuals	Budget	Variance
Design and project management	(204)	(355)	151
Seeks to achieve excellence of design and delivery of projects which enhance the Borough as a special place. Specifically, the program manages project design, tendering and contract management activities as well as the implementation and supervision of Council's Annual Capital Works Program. It also manages issues associated with private development activities such as building over easements, legal point of discharge, vehicle point of access and unit development infrastructure.			
Land use planning	(452)	(677)	225
Ensures that the Borough conserves its unique heritage, that the built environment is enhanced by design excellence, and that local amenity is protected against inappropriate land use and development. The program implements Council's Planning Scheme and prepares major policy documents including the Municipal Strategic Statement. It maintains and processes amendments to the Queenscliffe Planning Scheme and carries out research on demographic, economic and social issues affecting Council. The program administers Council's statutory planning responsibilities, including the various processes associated with the assessment of planning permit applications and defence of Council decisions at the Victorian Civil and Administrative Tribunal.			
Heritage conservation advice	(7)	(20)	13
Aims to retain the unique heritage and rich culture captured in the Borough's built form. It adds value to the Land Use Planning program by providing an external heritage expert to advise development applicants on how to respect and achieve compliance with heritage objectives, and to inform Council's assessment of planning permit applications in relation to heritage conservation.			
Building control	(6)	(9)	3
Ensures that building construction and maintenance is such that the community remains safe. It provides statutory building services including processing of siting variation consent, emergency management responsibilities, building inspections, building safety audits, and investigation of complaints and illegal works.			
Asset management and appearance of public places	(1,446)	(1,238)	(208)
Ensures the safety, functionality and aesthetics of public places and infrastructure. This program promotes community wellbeing and encourages people to be active in public settings. The program ensures safe and efficient active transport settings, including the development of a network of connected walking and cycling routes, facilitates safe access to and use of community facilities, parks and gardens, sports ovals and local amenities. Responsibilities extend to include maintenance of local roads, kerb and channel, footpaths, shared use trails, drainage and street cleanliness. Council implements an asset renewal and maintenance program for infrastructure including roads, paths, drainage and all Council-owned and managed community buildings. It is also responsible for the maintenance, cleaning and renewal of 14 public toilets.			
Street lighting	(27)	(32)	5
Assists in the provision of a safe environment for motorists, pedestrians and cyclists. It involves the operation, maintenance, renewal and energy costs associated with the Borough's street lights. Importantly, Council has upgraded the streetlight infrastructure to achieve a high level of energy efficiency.			
Powerline safety	(107)	(51)	(56)
Assists in the provision of a safe environment and protection of the Borough's significant public and private assets and vegetation from fire by maintaining clear zones around powerlines to standards as set by legislation.			
Total	(2,249)	(2,382)	133

Governance and finance

Strategic objective:

To provide a financially viable Council that is accountable, transparent, and practices good governance

Council Plan priorities & intended actions

1	Maintain and build the financial sustainability of the Borough
	Achieve consistent operating results Council has continued to achieve consistent operating results. Based on the Council Plan definition, Council reported an underlying surplus of \$1.4 million for 2022–23.  Actioned
	Maintain sufficient working capital to meet debt obligations as they fall due Council has maintained a zero-debt balance sheet.  Actioned
	Allocate adequate funds towards renewal capital in order to replace assets and infrastructure as they reach the end of their service life Council has achieved well above 100% asset renewal ratio for the last 3 financial years. Council has achieved an above 100% asset renewal ratio (194.79% in 2022–23) by investing in asset renewal and upgrade work more than depreciation expenses.  Actioned
	Apply loan funding to new capital and maintain total borrowings in line with rate income and growth of the municipality A more sustainable outlook for Council is foreseen thanks to the continuation of our zero-debt strategy.  Actioned
	Maintain sufficient unrestricted cash to ensure ongoing liquidity and address unforeseen cash imports if required. Council has unrestricted cash to meet all ongoing liquidity requirements and a healthy balance in its general reserve as a buffer against unforeseen circumstances.  Actioned
	Generate sufficient revenue from rates plus fees and charges to ensure consistent funding for new and renewal capital Council has contributed \$2.0 million for capital works in 2022–23, while achieving an average ratio of 316.8% for the last three financial years when asset renewal and upgrade expenditure are compared to depreciation.  Actioned
2	Promote greater recognition of, and develop a better understanding of Wadawurrung Traditional Owner connection to the Borough
	Partner with the Wadawurrung Traditional Owners to develop a Reconciliation Action Plan for the Borough as accredited by Reconciliation Australia A Reconciliation Action Group has been established and is working with Wadawurrung and First Nations representatives to develop a ‘Reflect’ Reconciliation Action Plan, the first step in formulating a comprehensive Reconciliation Action Plan.  On Track

Governance and finance

Council Plan priorities & intended actions

3	Accountable and transparent governance
	Implement good governance decision making process Council continually reviews its policies, which are audited by both internal and external auditors. Committees for both Audit & Risk and Internal Risk & Governance have been established, alongside designated officers for fraud, risk, privacy, Freedom of Information, and Public Interest Disclosures. Council has also provided refresher training for staff in procurement, fraud, conflict of interest, and gifts.  Actioned
	Continue to stream and record Council meetings for access via the website Council strives to live-stream each of its monthly Ordinary Meetings via Zoom. Members of the public can also access all historic meetings via YouTube. Officers are working with consultants to improve the live-streaming capability in the future.  Actioned
	Ensure Council documents not subject to confidentiality or privacy law are publicly available on the website and available upon request. The Council website is reviewed and updated regularly. Officers are working with software providers to automate council meeting papers on the council website. Officers have processed seven Freedom Of Information requests in the past 12 months.  Actioned
4	Engage all residents, including youth and diverse groups, in conversations about the future of our community and decision-making
	Continue to engage and seek input from our community on key strategic matters Council actively engages with the community on key strategic matters, continuing its broad-based community engagement efforts through consulting via numerous methods, including online surveys, webinars, in-person workshops, and reference groups.  On Track
5	Focus on continuous improvement, innovation, and the adoption of new technologies that improve customer service
	Implement ICT strategy The comprehensive overhaul of Council’s ICT systems is well underway and in line with the implementation schedule. The Electronic Document and Record Management System (EDRMS) was implemented on 1 June 2023. This system complies with the requirements of the Public Record Office Victoria (PROV).  On Track
	Continue to transform our workplace culture Council continues to focus on the mental health of its employees by evaluating best practice in the workplace. With a new Employee Assistance Provider, staff now have greater resources available as well as manager-specific support. Mental health is also included as a topic in the weekly newsletter and the Staff Consultative Committee continues to evaluate areas for improvement in this space.  On Track

Portfolio 5: Continued...

Governance and finance

Council Plan priorities & intended actions

6

Advocate and work in partnership with other levels of government and the private sector on issues important to Borough residents

Develop productive and respectful relationships with key stakeholders

Council continues to maintain strong working relationships with local members at both a state and federal level. These relationships are enhanced through the advocacy provided by G21.

Make submissions to key government policy initiatives that align with the Community Vision and Council Plan

Working with Climate Emergency Australia Council made submissions to the review of the National Construction Code seeking improvements to the energy efficiency standards that apply to residential buildings.

On Track

On Track

The following statement provides the results of the prescribed service performance indicators and measures including explanation of material variations.

Service / indicator / measure / material variations	2019–20	2020–21	2021–22	2022–23
Council Governance – Governance				
Transparency				
Council decisions made at meetings closed to the public	13.09%	9.89%	13.87%	9.68%
There were 18 confidential council resolutions for the 12 months to June 2023, including 1 in a special council meeting on 7 September 2022. The decrease is due to: - a decision by Council in April 2023 to not confirm the minutes of a closed meeting, and - a commitment by Council to limit matters considered in closed meetings.				
Consultation and engagement				
Satisfaction with community consultation and engagement	59	66	65	63
The result for 2022-23 is above the state-wide average and the average for the small rural Council category though there is a slight decrease.				
Attendance				
Councillor attendance at Council meetings	95.00%	100.00%	96.36%	100.00%
Councillors attended or were on an approved leave of absence for all council meetings. One Councillor position was vacant for two Council meetings in 2022-23.				
Service cost				
Cost of elected representation	\$36,996	\$36,081	\$36,946	\$41,071
Increase in cost associated with allowances, training and professional development.				
Satisfaction				
Satisfaction with Council decisions	54	59	63	60
The result for 2022-23 is above the state-wide average and the average for the small rural Council category though there is a slight decrease.				

Portfolio 5: Continued...

Governance and finance

The following statement provides information in relation to the services funded in the 2022–23 Budget and the persons or sections of the community who provided the service.

Service Area	Surplus/(Deficit) \$'000		
	Actuals	Budget	Variance
Council governance	(263)	(248)	(15)
Supports the Mayor and Councillors to maintain a cohesive Council and a well-governed municipal Council. The program is structured to meet all legislative requirements associated with the Local Government Act 2020 and any other applicable Act. It supports Council's compliance with the Councillor Code of Conduct and its key relationships and memberships with organisations such as the MAV and G21. Council's participation in the annual Local Government Community Satisfaction Survey also forms part of this program.			
Organisational performance and compliance	(777)	(883)	106
Supports the Chief Executive Officer and Executive Management Team to maintain a cohesive, well-managed and highly performing organisation. This includes supporting organisation development and statutory compliance, and seeking to ensure that the behaviour of all staff complies with the Staff Code of Conduct. Key outputs of the program are the preparation and/or review of the Council Plan, Strategic Resource Plan and long-term budget, Annual Implementation Plan and Council's Annual Budget.			
Community engagement and customer service	(470)	(740)	270
Aims to facilitate community involvement in decision-making, and to deliver high quality customer service. It includes practical and strategic advice regarding Council's internal and external communications and issues management, and supports first point of contact to customers at the Council office. The program provides records management services in accordance with Council policy and procedures, administers the requirements of the privacy and freedom of information legislation, coordinates Council and Committee meetings, and provides other associated administrative support.			
Financial and risk management	4,730	4,229	501
Seeks to ensure the ongoing independence and financial sustainability of the Borough of Queenscliff. Council ensures sound financial management, and cohesiveness and performance of the organisation's operations through the maintenance of appropriate systems. The service provides long-term financial planning, robust internal risk management, adherence to guidelines on prudent management of debt, cash and asset renewal, and reviews its assets to improve the return on Council's investments. The service predominantly includes management of Council's finances, the raising and collection of revenue, payment of salaries and wages to Council employees, procurement and contracting of services, management and maintenance of robust computer systems, fleet management, insurance and risk management systems. The program also includes the revaluation of properties for rating purposes, processing of supplementary rates and the administration of the State Government's Fire Services Property Levy. The depreciation expense for all Council assets is also included as part of this program.			
Total	3,220	2,358	862

Community satisfaction

The annual Local Government Community Satisfaction Survey provides valuable feedback on Council's performance in core performance and service-related areas.

The charts below summarise the performance of the Borough against other small rural councils and the state-wide average over the past five years. These provide the Borough with an opportunity to benchmark its performance against other councils and to identify areas where service delivery improvements are needed.

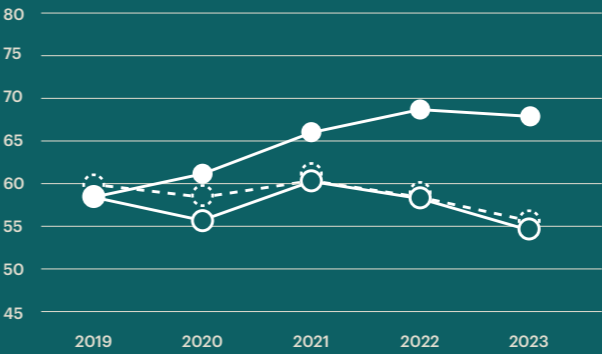
Council's 2023 Community Satisfaction Survey (CSS) results show relatively consistent community opinions with the year prior. Twenty out of twenty-three metrics outperformed 2023 state-wide averages by five points or more, demonstrating a high level of performance across a range of Council services. The survey results demonstrate that Council is steady in its performance and trust building with the community.

Core Performance Measures 2023

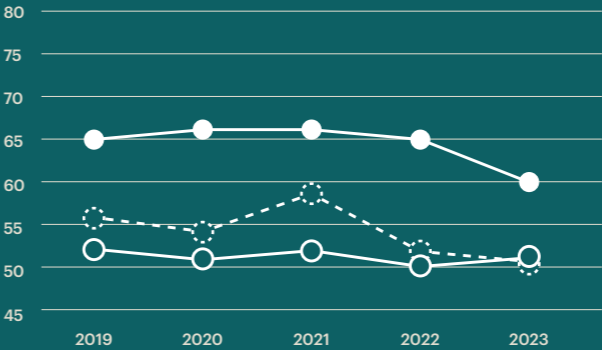
- Queenscliffe
- Small rural councils
- State-wide



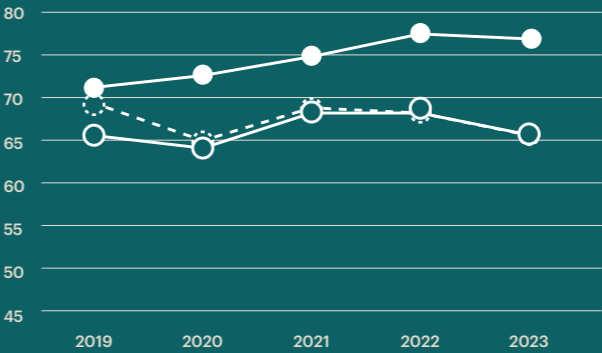
Overall Performance



Community Decisions



Waste Management



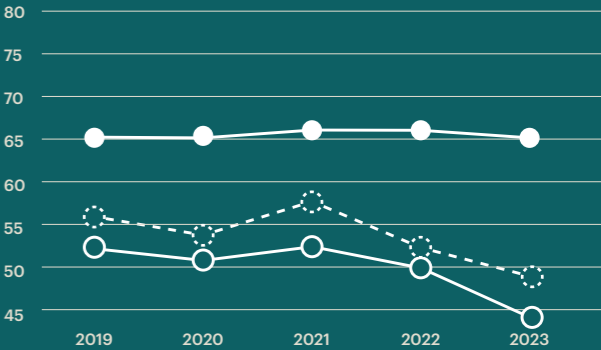
Overall Council Direction



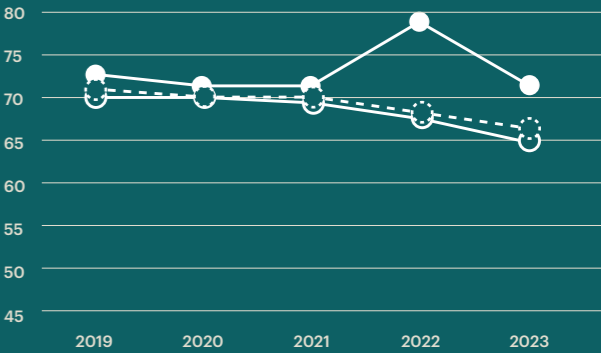
Consultation & Engagement



Sealed Local Roads



Customer Service





Governance and management

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Governance

The Borough of Queenscliffe is constituted under the *Local Government Act 2020* to provide leadership for the good governance of the municipal district and the local community. Good governance ensures that the Borough is managed in a manner that provides accountability, fairness, and transparency to our community. Good governance also means that the Borough meets its legislative responsibilities efficiently and effectively for the benefit of the community.

Council does this through our local laws, our decision-making processes, formal delegations of authority, effective risk management systems and processes, frameworks for planning, monitoring operational effectiveness, and performance management. We also provide good governance by setting the strategic direction of the municipality through the development of the Council Plan, establishing and guiding policies, setting service delivery standards and monitoring the performance of the organisation on our community's behalf.

Council's role

Queenscliffe is one of 79 councils across Victoria that derive their roles, powers, and functions primarily from the *Local Government Act 2020*. Section 8 of the Act explains, in part, that:

1. The role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.
2. A Council provides good governance if—
 - a. it performs its role in accordance with section 9;
 - b. the Councillors of the Council perform their roles in accordance with section 28.

Subsequently, section 9 of the Act lists the following overarching governance principles which Council must, in the performance of its role, give effect to:

- a. Council decisions are to be made and actions taken in accordance with the relevant law;
- b. Priority is to be given to achieving the best outcomes for the municipal community, including future generations;
- c. The economic, social, and environmental sustainability of the municipal district, including mitigation and planning for climate change risks, is to be promoted;
- d. The municipal community is to be engaged in strategic planning and strategic decision-making;
- e. Innovation and continuous improvement is to be pursued;
- f. Collaboration with other Councils and Governments and statutory bodies is to be sought;
- g. The ongoing financial viability of the Council is to be ensured;
- h. Regional, state, and national plans and policies are to be taken into account in strategic planning and decision-making;
- i. The transparency of Council decisions, actions and information is to be ensured.

Section 9 continues by stating that in giving effect to the overarching governance principles, Council must take into account the following supporting principles:

- The community engagement principles;
- The public transparency principles;
- The strategic planning principles;
- The financial management principles;
- The service performance principles.

Section 28 outlines the role of a Councillor and is included in full on page 31 of this annual report.

Council meetings

Decision-making is one of the key governance functions of Council. Decisions are made in monthly Council meetings which are open to the public at the Queenscliff Town Hall and live-streamed via the Council website. Council publishes a list of formal meetings annually in November via a public notice, advising when and where the meeting will be held. Council agendas are made available to the public three days before the meeting. Council meetings are video recorded and can accessed via the Council website.

A list of Council meetings held throughout the reporting period, including Councillor attendance data, is displayed below:







Meeting register





In accordance with section 25(1) of the *Local Government Act 2020*, at a meeting of the Council that is open to the public, Councillors must elect a Councillor to be the Mayor of the Council. At the Ordinary Meeting of Council held on 23 November 2022, Cr Isabelle Tolhurst was elected as Mayor for a one-year term. Council then chose to continue to establish the role of Deputy Mayor, and re-elected Cr Fleur Hewitt to the position for a one-year term which she held until her resignation in May 2023.

Another important formal public meeting that is held annually is Council's public information session for the presentation of its draft budget. This year's session took place at Wirrng Wirrng on the evening of 31 May 2023 to inform the community about Council's draft 2023–24 Budget. Members of the public were invited to attend and ask questions throughout the evening.

The Budget was subsequently approved by Council at the Ordinary Meeting conducted on Wednesday 28 June 2023.

Meeting register

	27 JUL 22	17 AUG 22	24 AUG 22	07 SEP 22	28 SEP 22	26 OCT 22	23 NOV 22	07 DEC 22	14 DEC 22	15 FEB 23	15 FEB 23	22 FEB 23	29 MAR 23	26 APR 23	26 MAY 23	28 JUN 23
	Ordinary	Planning Review	Ordinary	Special	Ordinary	Ordinary	Ordinary	Planning Review	Ordinary	Special	Planning Review	Ordinary	Ordinary	Ordinary	Ordinary	Ordinary
 Cr Isabelle Tolhurst (Mayor Nov 2022 – Jun 2023)																
 Cr Ross Ebbels (Mayor Jul 2022 – Nov 2022)																
 Cr Fleur Hewitt (Deputy Mayor, resigned in May 2023)																
 Cr Donnie Grigau																
 Cr Michael GROUT																
 Cr Robert Minty																

 Attended in-person
  Attended virtually
  Leave of absence
  Did not attend

Delegated committees

The *Local Government Act 2020* allows Council to appoint delegated committees of Council. These committees must include at least two Councillors (one of whom must chair the delegated committee), and include any other person appointed to the delegated committee by Council. The Act allows for Council, by instrument of delegation, to delegate any of its functions, duties, or powers to a delegated committee. Council currently has no delegated committees.

The Act also requires Council to establish an Audit and Risk Committee. The Act specifies that the Audit and Risk Committee is not a delegated committee of Council.

Committee groups as of 30 June 2023 included:

- Audit and Risk Committee
- CEO Employment and Remuneration Advisory Committee
- CEO Recruitment Committee.

Council also has several reference groups that provide advice and direction on specific projects. These reference groups consist of community members, Councillors and Council staff.

Reference groups as of 30 June 2023 included:

- Coastal and Marine Management Plan Steering Committee
- Community Grants Advisory Reference Group
- Community Service Awards Reference Group
- Disability Lived Experience Reference Group
- Point Lonsdale Lighthouse Reserve Project Control Group
- Memorials & Plaques Reference Group (In recess).

New committees and reference groups are established as required.

Decision-making

Council decisions are made in one of two ways:

1. By resolution at Council meetings and delegated committees of Council, or
2. By Council officers under delegated authority.

Most decisions of an operational nature have been delegated to officers through the Chief Executive Officer (CEO) and are exercised in accordance with adopted Council policies. This system recognises the CEO's responsibility under the *Local Government Act 2020* in managing the organisation's day-to-day operations.

Code of Conduct

Council has a Councillor Code of Conduct, which was adopted on 17 February 2021 in accordance with the *Local Government Act 2020*. The code aims to:

- Assist Councillors to maintain the highest standards of conduct and behaviour as well as provide a means to deal with problems they may encounter
- Attract the highest level of confidence from Council's stakeholders, and
- Assist the Mayor and Councillors to discharge the responsibilities of their public office appropriately.

In addition to setting out the Councillor Conduct Principles, the Code also outlines roles and relationships, and dispute resolution procedures. The code is available on Council's website.

Local Law

Council has one general local law that aims to protect and enhance the community's general way of life and well-being. The Council's power to make these local laws is contained in section 71 of the *Local Government Act 2020*. The current local law was adopted on 17 February 2021.

The purpose and general purport of General Local Law 2021 is to:

- a. provide for those matters which require a Local Law under the *Local Government Act 2020* (the Act) and any other Act;
- b. prohibit, regulate and control activities, events, practices and behavior in places so that no nuisance is caused and there is no detriment to the amenity of the neighborhood, to a person or to a person's property;
- c. provide for the administration and exercise of Council powers and functions;
- d. provide for the peace, order and good governance of the municipal district of the Borough of Queenscliffe;
- e. regulate and control the use of the Council's Common Seal; and
- f. repeal any redundant Local Laws.

Conflict of interest

Councillors are elected by the residents and ratepayers to act in the community's best interests. This is a position of trust that requires Councillors to act in the public interest. When Council delegates its powers to staff or a committee, the committee or member of staff also needs to act in the public interest.

A conflict of interest occurs when a personal or private interest might compromise the ability to act in the public interest. A conflict of interest exists even if no improper act results from it. Council has a comprehensive procedure in place to accommodate the disclosure of a conflict of interest. Declaration of a conflict of interest is a standard agenda item for all Council and committee meetings.

While the procedures vary depending on the role and circumstances, in general they involve disclosing the relevant interests in a specific way and then stepping aside from the relevant decision-making process or from the exercise of the public duty. A register is maintained to record all disclosed conflicts of interest.

Council meeting date (or date conflict of interest nominated)	Councillor/Officer	Conflict of interest	Reasoning
27 July 2022	Cr Ross Ebbels	Community Grants 2022/23	Close family ties with grant applicant
28 September, 26 October, 23 November & 14 December 2022	Cr Fleur Hewitt	Planning Permit Application 2022/098, 48 Flinders Street, Queenscliff	Resides near property
29 March & 26 April 2023	Cr Fleur Hewitt	Planning Permit Application 2023/010, 44 Flinders Street, Queenscliff and Planning Permit Application 2023/012 42 Flinders Street, Queenscliff	Resides near property
24 May & 28 June 2023	Cr Donnie Grigau	Planning Permit Application 2023/027, 9A Mercer Street, Queenscliff	Resides near property

Policies, strategies and plans

Council reviewed, endorsed and/or adopted the following significant policies, strategies and plans during 2022–23. These documents are available on Council's website, as are all Council policies and key planning documents.

Date adopted:
7 July 2022

- Council Policy CP007: Equal Employment Opportunity (revised)
- Council Policy CP038: Waste Management (revised)
- Council Policy CP045: Child Safety (revised)
- Council Policy CP048: COVID Financial Hardship (extended)

Date adopted:
24 August 2022

- Council Policy CP010: Information Privacy (revised)
- Council Policy CP054: Victoria Park (new)

Date adopted:
28 September 2022

- Annual Report 2021/22
- Council Policy CP002: Community Service Awards (revised)
- Council Policy CP029: Commercial, Community & Mixed-Use Leases (revised) (renamed Use of Council Facilities)

Date adopted:
4 December 2022

- Council Policy CP003: Community Engagement (revised)
- Council Policy CP035: Complaint Handling (revised)
- Council Policy CP017: Risk Management (revised)

Date adopted:
22 February 2023

- Asset Plan 2022/2032
- Draft Active Transport Strategy 2023-2031

Date adopted:
26 April 2023

- Gender Equality Statement of Commitment

Date adopted:
24 May 2023

- Council Policy CP038: Waste Management (revised)
- Council Policy CP036: Fixed Assets: Valuation and Revaluation (revised)
- Council Policy CP033: Creditor Management (revoked)
- Council Policy CP048: COVID-19 Financial Hardship (revoked)

Date adopted:
28 June 2023

- Budget 2023/24
- Financial Plan 2023/24 to 2032/33
- Annual Plan 2023/24
- Health & Wellbeing Action Plan 2022–2025

Councillor allowances and expenses

All councillors are entitled to an allowance while performing their duty. The following table sets out the allowances paid to Councillors for the reporting period.

Councillor	Allowance (\$)
Cr Isabelle Tolhurst (Mayor Nov 2022 – Jun 2023)	55,965
Cr Ross Ebbels (Mayor Jul 2022 – Oct 2022)	44,587
Cr Fleur Hewitt (Deputy Mayor 1 July 2022 – 18 May 2023)	34,007
Cr Donnie Grigau	22,882
Cr Michael Grout	23,208
Cr Rob Minty (From 21 June 2023)	484
TOTAL	181,133

Councillor expenses

Section 40 of the *Local Government Act 2020* provides for the reimbursement of necessary out-of-pocket expenses incurred while performing the duties of a Councillor.

The Borough of Queenscliffe's reimbursement of Councillors and Members of Council Committees Policy outlines arrangements for reimbursement of expenses for training, registration fees for conferences and functions, travel, and child care.

The following table breaks down the expenses by category, in accordance with the *Local Government (Planning and Reporting) Regulations 2014*.

Interstate and overseas travel

The *Local Government Act 2020* requires Councillors to register their interstate and overseas travel and associated expenses. The below table includes Mayor Isabelle Tolhurst's registered travel and associated expenses for attendance at the G21 Delegation to Canberra from the 21 – 23 of March 2023.

The table also includes Councillor Ross Ebbels' attendance, along with the CEO, Martin Gill, at the Australian Local Government Association National General Assembly in Canberra from 13 – 15 June 2023.

Councillor	\$ Travel	\$ Childcare	\$ ICT	\$ Conference and Training	\$ Subscription	\$ Total
 Cr Isabelle Tolhurst (Mayor Nov 2022 – Jun 2023)	788	539	499	6,629	-	8,454
 Cr Ross Ebbels (Mayor Jul 2022 – Nov 2022)	2,536	-	373	1,077	183	4,170
 Cr Fleur Hewitt (Deputy Mayor)	-	3,389	304	4,021	-	7,715
 Cr Donnie Grigau	-	-	255	-	-	255
 Cr Michael Grout	-	-	358	-	-	358
 Cr Rob Minty (from 21 June 2023)	-	-	-	-	-	-
TOTAL	3,325	3,928	1,789	11,727	183	20,952

Management

Audit and Risk Committee

The Audit and Risk Committee (‘the Committee’) is a formally appointed committee of Council as required by section 53 of the *Local Government Act 2020*. The Committee does not have executive powers or authority to implement actions in any areas over which Council has responsibility. In addition, the Audit and Risk Committee does not have any management functions and is therefore independent of the Council administration and operations.

The Committee’s objective is to provide qualified independent advice to Council on matters relevant to the Committee’s Charter to support decision-making by Council on matters relating to financial management, risk management, and good governance.




























The main duties and responsibilities of the Audit and Risk Committee are to:

- monitor the compliance of Council policies and procedures;
- monitor Council financial and performance reporting;
- monitor and provide advice on risk management and fraud prevention systems and controls; and
- oversee internal and external audit functions.

The Audit and Risk Committee consists of four independent members, appointed for a three-year term (renewable for a further three-year term without public advertisement), and two Councillors. The chair is elected from among the independent members of the Committee.

Independent members are paid a sitting fee for each meeting attended. The table below provides details of the Audit and Risk Committee’s membership during 2022–23.

Audit and Risk Committee attendance

Member	September 2023	December 2023	April 2023	June 2023	Sitting Fees Paid (\$)
Roland ‘Barney’ Orchard (Chair)					1,500
Richard Bull					1,300
Helen Butteriss					1,600
Graeme Phipps					1,600
Cr Isabelle Tolhurst (Mayor Nov 2022 – Jun 2023)					n/a
Cr Ross Ebbels (Mayor Jul 2022 – Nov 2022)					n/a
Cr Fleur Hewitt (Deputy Mayor)					n/a
Cr Michael Grout					n/a



Attended in-person



Attended virtually



Leave of absence



Did not attend

Council officers (including the Chief Executive Officer, Manager Finance & Corporate Services, Financial Services Coordinator, and HR & Governance Coordinator) attend meetings but are not members of the Committee. Recommendations from each Audit and Risk Committee meeting are reported to and considered by Council.

During the 2022–23 financial year, the Audit and Risk Committee met 4 times on the following dates:

- Monday 5 September 2022
- Monday 5 December 2022
- Monday 17 April 2023
- Monday 5 June 2023

Meetings cover several standing items that evaluate and address Council’s audit, governance, and risk functions. Audit reports are provided by Council’s internal audit contractor and the external auditor appointed by the Victorian Auditor-General’s Office (VAGO). Council officers provide a management response and follow up on items identified for action. The following key areas were considered by the Audit and Risk Committee during meetings held in 2022–23:

- Annual Financial Report 2021/22
- Performance Statement 2021/22
- Governance and management checklist 2021/22, prior to inclusion in the annual report
- External audit 2021/22 closing report and final management letter
- Quarterly financial reports
- Draft financial budget 2023/24 and the draft financial plan 2023/2033
- One internal audit review report: Initial Risk Assessment and Audit Plan Development
- External audit plan 2022/23 and interim management letter
- Revised Council policies with a financial and risk management focus, reviewed before being referred to Council for adoption
- Review of risk management framework and updated strategic risk register
- Impact of recommendations mentioned in applicable performance audit reports issued by VAGO
- Status of the key general ledger reconciliations
- Progress reviews of the ICT transformation project
- Report on gifts, benefits, and hospitality
- Review of insurance arrangements

Internal and external audits

Internal audit

The internal audit function provides independent and objective assurance to the Audit and Risk Committee and Council that appropriate processes and controls are in place. The internal audit program is revised annually to ensure internal audit resources remain focused on appropriate areas. The internal auditor attends Audit and Risk Committee meetings in June and December to present the findings of the previous semester’s internal audit reviews, including management’s response.

Following a competitive tender process, Council appointed RSD Audit as its new internal auditors with the appointment commencing from 1 October 2022. The Audit and Risk Committee approved one internal audit being conducted in 2022/23: an Initial Risk Assessment and Audit Plan Development. This initial assessment and audit plan development will then inform the risk-based rolling internal audit program, delivered twice a year.

External audit

Council is externally audited by the Victorian Auditor-General’s Office (VAGO). The external auditor’s representative attends Audit and Risk Committee meetings in June and September to present the annual audit plan and independent external audit report on the Performance Statement and Annual Financial Report. The external audit management letter and management responses are also provided to the Audit and Risk Committee and progress status reports on agreed recommendations are reviewed regularly.

The annual external audit of Council’s Performance Statement and Annual Financial Report was conducted by VAGO’s representative. Council officers presented the audited documents to the Audit and Risk Committee prior to ‘in-principle’ adoption by Council and sign-off by VAGO.

Risk management

The key objective of risk management is to identify, assess and control risks throughout Council's operations.

Incident reporting is an important part of the organisation's risk plan and where potential hazards are identified or incidents occur, these are referred to our insurers or to the relevant government department. Incident reporting is included in Council's quarterly finance reports during the year. An average of one to three incidents are reported each quarter and followed up in line with risk management policies and procedures.

Our internal Risk and Governance Committee meets regularly to ensure the organisation's risk management practices operate within appropriate frameworks, relevant legislation, and Council strategy. The committee reports on risk management activities to the Audit and Risk Committee.

The standing agenda for the Risk and Governance Committee meetings includes:

- Review of audit reports and actioning the recommendations of internal and external auditors as well as insurance audits
- Assessment of risk management, considering incident/risk reports, emergency response, business continuity and disaster recovery, risk training schedule, risk register review, and ensuring appropriate insurance policies are in place
- Status of Council policies and organisational policies
- Update on any active lawsuits or potential lawsuits, and insurance claims that may affect Council's operations or budget
- Reports on any instances of unethical behaviour, fraud, and corruption.

Business continuity

Business continuity management is essential to ensuring the organisation's resilience and capacity to respond to an event that causes business disruption in a controlled and effective manner, in order to significantly reduce prolonged periods of interruption in service provision to the community.

The organisation works continuously to ensure business continuity documentation is up to date and in line with current good practice guidelines and standards as part of our business continuity management approach.

Council's business continuity plan and the IT disaster recovery plan were reviewed and updated in October 2019. The business continuity plan was again reviewed in September 2021 to determine how it performed during the periodic lock downs of the COVID-19 pandemic. Council's ICT project transformation has moved many of Council's operations to the 'cloud' alleviating a number of risks identified in operational risk registers and greatly improving Council's business continuity measures.

Insuring our risks

JLT Municipal Asset Protection Plan Discretionary Trust (JMAPP) provides Council's building and contents insurance. Public liability insurance is covered under the Liability Mutual Insurance (LMI) scheme.

Other important insurance policies held by Council, to cover risks that cannot be mitigated in full, include:

- Councillors' and officers' liability (professional indemnity)
- Motor vehicle accidents
- Personal accident/corporate travel
- Personal accident (Council-associated organisations)
- Personal accident and sickness (employees and councillors)
- Cyber liability
- Commercial crime (fidelity).

Insurance premiums for 2022-23 increased by 11% compared with the 2021-22 year. The overall claim experience for the local government sector has had an impact on the Borough's insurance premium, this is despite a claims record that sits well below the industry average and is rated as very satisfactory.

Officers continued to attend best practice forums conducted by our insurance brokers for councils within the region. These provided an important source of information in helping to manage the organisation's risks most appropriately.

Procurement

Section 108 of the *Local Government Act 2020* requires all Victorian councils to prepare and adopt a procurement policy which "which specifies the principles, processes and procedures applying in respect of the purchase of goods and services by the Council, including for the carrying out of works." The policy must also seek to promote open and fair competition and provide value for money. Council adopted its most recent procurement policy at the October 2021 Ordinary Meeting of Council. This policy will be reviewed at least once during each four-year term of Council, in accordance with the Act.

Council's procurement and contract management activities:

- Support our corporate strategies, aims and objectives
- Span the whole life cycle of an acquisition and take sustainability considerations into account
- Achieve demonstrable value for money
- Are conducted in, and demonstrate, an impartial, fair, and ethical approach
- Seek continual improvement through innovative and technological initiatives
- Generate and support local business through inclusion wherever practicable.

During 2022-23, the organisation continued its Best Value Program in accordance with legislative requirements. Our Annual Budget and business planning processes encompassed best value principles and continuous improvement, creating a framework for us to review, learn and improve.

This approach was also applied to the ongoing review of Council services to ensure they continue to deliver best value for our community. The procurement requirements of the *Local Government Act 2020* together with our procurement policy underpinned all procurement decisions made during the year.

Legislative compliance

Documents for inspection

In accordance with the *Local Government Act 2020* and/or Council's Public Transparency policy, the following documents are available for inspection at the Council offices (50 Learmonth Street, Queenscliffe) during normal business hours.

Some of these can also be accessed via our website (www.queenscliffe.vic.gov.au).

1. The definition of the types or classes of land which are subject to a differential rate, and the objectives of the differential rate
2. A copy of any proposed declaration of a special rate or a special charge
3. A copy of any local law made by Council under section 74 of the *Local Government Act 2020*
4. A copy of any document, code, standard, rule, specification, or method which contains any matter incorporated in a local law of Council
5. A summary of personal interests
6. A copy of an election campaign donation return for the most recent Council election (older returns may also be able to be inspected)
7. Documents such as:
 - Plans and reports adopted by Council
 - Council policies
 - Project and service plans
 - Service agreements, contracts, leases and licences
 - Relevant technical reports and/or research that inform Council's decision-making.

8. Process information such as:
 - Application processes for approvals, permits, grants, access to Council services
 - Decision-making processes
 - Guidelines and manuals
 - Community engagement processes
 - Complaints handling processes.
9. The following Council information:
 - Meeting agendas
 - Minutes of meetings
 - Audit and Risk Committee Charter
 - Terms of Reference for delegated committees
 - Gift registers for Councillors and Council staff
 - Travel registers for Councillors and Council staff
 - Registers of conflicts of interest disclosed by Councillors and Council staff
 - Registers of leases entered into by Council
 - Register of delegations
 - Register of Authorised Officers
 - Any other registers or records required by the *Local Government Act 2020* or any other Act.

Contracts

In accordance with section 10(c) of the *Local Government (Planning and Reporting) Regulations 2020*, Council must, for the period during which it has adopted a Procurement Policy under section 108 of the Act, provide a list of contracts entered into valued above the contract value at which it must invite a tender or seek an expression of interest under its Procurement Policy.

Council adopted its Procurement Policy on 27 October 2021 and set a figure of \$200,000 (inc. GST) as the tender threshold. During the period 1 July 2022 to 30 June 2023, Council entered into the following contracts valued at \$200,000 or more:

Date awarded	Contract	Contractor	Value (\$)
27 July 2022	2022/01 Municipal Buildings & Facilities (three-year contract)	Makkim Pty Ltd T/A Australian	216,763.94
27 July 2022	2022/02 Amenities Blocks & BBQ Facilities (three-year contract)	Environmental Cleaning Services	363,935.21
7 September 2022	2022/10 Point Lonsdale Lighthouse Reserve Works	Q Constructions	548,262.00
15 February 2023	Deed of Adoption Property & Rating system	Councilwise Pty Ltd	271,000

Disability Action Plan

In accordance with section 38 of the *Disability Act 2006*, Council must prepare a Disability Action Plan and report on its implementation in the annual report.

Council's Disability Action Plan was lodged with the Human Rights and Equal Opportunity Commission in January 2014 and was adopted by Council in the same month. It has been reviewed since its adoption and a major review is planned to be undertaken during 2023-24.

As part of Council's commitment to ensuring accessibility across the Borough, our Council Plan 2021-2025 and associated Council operations includes objectives, strategies and actions that:

- Reduce barriers to persons with a disability accessing goods, services and facilities
- Reduce barriers to persons with a disability obtaining and maintaining employment
- Promote inclusion and participation in the community of persons with a disability.

A prime example of Council acting to reduce barriers can be found in the recently opened Queenscliffe Hub. In every aspect of the building – from signage, the acoustics treatments and movement to and through the facility – accessibility has driven the design process.

Domestic Animal Management Plan

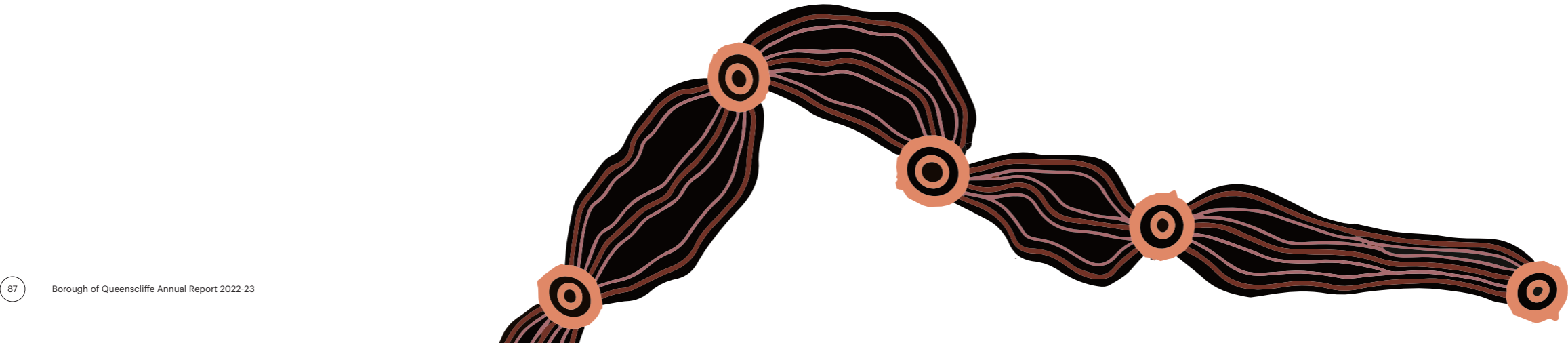
In accordance with section 68A of the *Domestic Animals Act 1994*, Council is required to prepare a Domestic Animal Management Plan at four-yearly intervals and report on its implementation in the annual report.

The Domestic Animal Management Plan 2021-2025 is a reissued edition of the Plan adopted by Council on 24 July 2013. It was prepared in accordance with the requirements and responsibilities under the following legislation and guiding documents:

- *Domestic (Feral and Nuisance) Animals Act 1994*
- *Impounding of Livestock Act 1994*
- Borough of Queenscliffe Local Law No. 2, 2010 – Community Amenity, and
- Relevant Council policies.

The plan identifies several key issues including the importance of the provision of information and education to encourage responsible pet ownership, the value of microchipping and desexing pets, and the need for a strategic approach to manage domestic animals in the community.

Domestic animal management statistics for the past five years appear in the tables on page 92.



Fire management

While no longer required by legislation, Council continues to maintain and review its Municipal Fire Management which now sits as a sub-plan of Council's Municipal Emergency Management Plan. Fire risk is also contained in Council's Community Emergency Risk Assessment, maintained by the Victoria State Emergency Service.

In addition to this, Council also undertakes an annual fire prevention inspection program in line with the 2009 Victorian Bushfire Royal Commission recommendations. We issued 6 properties with a Schedule 15 Fire Prevention Notice (FPN) during 2022-23, with 100% compliance.

Food Act ministerial directions

In accordance with section 7E of the *Food Act 1984*, Council is required to publish a copy or summary of any direction received from the Minister in its annual report. No such ministerial directions were received by Council during 2022-23.

Freedom of Information

In accordance with section 7(4AA)(a) and 7(4AA)(b) of the *Freedom of Information Act 1982* (FOI Act), Council is required to publish certain statements in its Annual Report or separately, such as on its website, concerning its functions and information available. Council has chosen to publish the statements separately, however the following summary of the application and operation of the FOI Act is provided here.

Our Freedom of Information Statement outlines the organisation's role, key services, functions and reports, and how a person can access the information required.

The FOI Act establishes a legally enforceable right for individuals or organisations to access information from certain records held by Council.

Access to documents in Council's possession may be obtained through written request to the Freedom of Information Officer as detailed in section 17 of the FOI Act and in summary as follows:

- It should be in writing
- It should identify as clearly as possible which document is being requested
- It should be accompanied by the appropriate application fee, and
- It may be lodged in person, online or by email.

Access charges may also apply once documents have been processed and a decision on access is made (e.g. search and photocopying charges). Further information regarding Freedom of Information can be found at www.ovic.vic.gov.au and on Council's website.

Council received 7 valid requests for information during 2022-23.

Infrastructure and development contributions

In accordance with section 46GM and 46QD of the *Planning and Environment Act 1987*, Council must prepare and give a report to the Minister on infrastructure and development contributions, including levies and works in kind, and this report must be published in the Annual Report. No such contributions were received during 2022-23.

Public interest disclosure procedures



In accordance with section 69 of the *Public Interest Disclosure Act 2012*, Council must include information in the annual report about how to access the procedures established by Council under Part 9 of the PID Act. Council is also required to provide certain information about the number and types of public interest disclosure complaints investigated during the financial year.

The PID Act’s main objective is to ensure openness and accountability in government by encouraging people to disclose improper conduct within the public sector and by providing protection for people who make disclosures.

The PID Act provides protection from detrimental action to any person affected by a public interest disclosure, whether it is the person who makes a disclosure, a witness or the person who is the subject of an investigation. Procedures on how to make a disclosure are publicly available on Council’s website.

Council recognises the value of transparency and accountability in its administrative and management practices. It supports the making of disclosures that reveal corrupt conduct, conduct involving a substantial mismanagement of public resources or conduct involving a substantial risk to public health and safety or the environment.

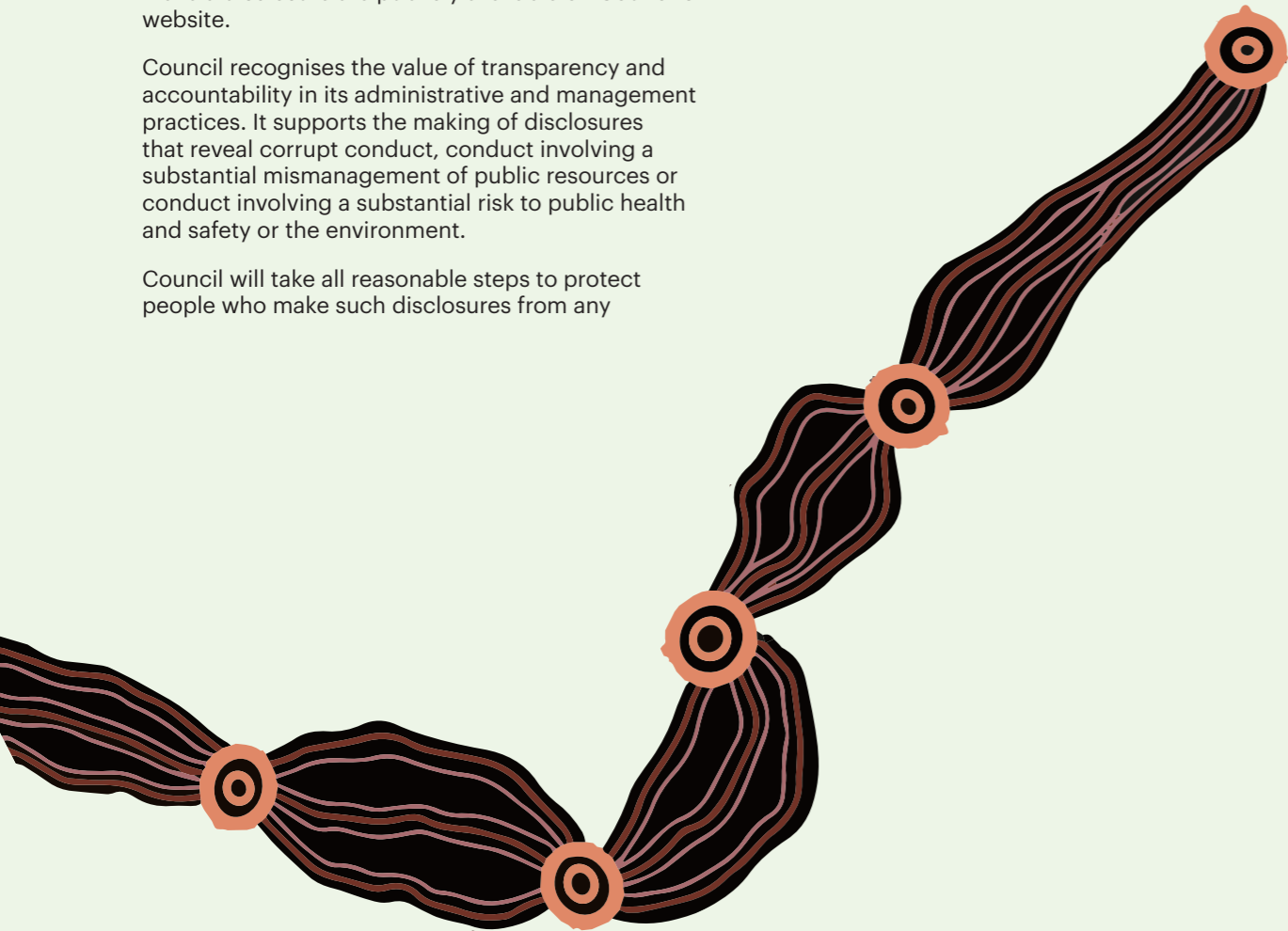
Council will take all reasonable steps to protect people who make such disclosures from any

detrimental action in reprisal for making the disclosure. It will also afford natural justice to the person who is the subject of the disclosure.

Given Council’s obligations to protect any disclosers, it is not appropriate to comment on whether any disclosures were made to Council or to the Independent Broad-based Anti-corruption Commission during 2022–23.

Road Management Act ministerial directions

In accordance with section 22 of the Road Management Act 2004, Council is, as a road authority, required to publish a copy or summary of any direction received from the Minister in its annual report. No such ministerial directions were received by Council during 2022–23.



Lists and tables

Infringements, registrations and permits issued

The following tables report the infringement notices, registrations and permits issued under the relevant Local Law or Act over the past five years.

Infringement notices	2022-23	2021-22	2020-21	2019-20	2018-19
Parking infringements	97	57	15	27	109
Animal infringements	16	2	2	5	4
Local law infringements	1	-	-	2	3
Fire prevention	-	-	-	-	-
Planning	-	-	-	-	-
Total	114	59	17	34	116

Court briefs	2022-23	2021-22	2020-21	2019-20	2018-19
Court briefs	-	-	-	-	-
Total	-	-	-	-	-

Local law permits	2022-23	2021-22	2020-21	2019-20	2018-19
Consume alcohol	10	23	30	15	13
Weddings	9	11	14	12	15
Major events	24	24	19	34	44
Bulk rubbish bins	16	14	6	8	3
Disabled parking ¹	-	-	183	328	53
Outdoor eating facilities ²	23	18	201	21	23
Goods for sale	15	12	9	21	22
A-frames	33	41	24	54	60
Residential parking	-	-	-	-	-
Boat ramp	-	-	-	11	204
Other	37	30	28	23	48
Total	167	173	514	527	485

Animal management	2022-23	2021-22	2020-21	2019-20	2018-19
Dogs registered	735	682	704	648	635
Cats registered	137	127	123	121	118
Impounded animals	8	8	15	19	19
Door knocks (streets)	211	215	197	172	112
Animal warning notices	635	630	527	449	464
Native animal responses	70	61	52	39	58
Total	1796	1723	1618	1448	1406

¹ Disabled parking is now managed state-wide by VicRoads under the Accessible Parking Permit Scheme. As such, permits are no longer issued by Council.

² 20 outdoor eating facility permits were issued, with 8 permits granted an extension due to COVID-19.

Notices	2022-23	2021-22	2020-21	2019-20	2018-19
Fire prevention	6	8	12	11	15
Non-compliance of notices	-	-	-	-	-
Total	6	8	12	11	15

Outside hours	2022-23	2021-22	2020-21	2019-20	2018-19
After hours calls	65	75	68	43	238
After hours call-outs	5	15	9	6	75
Total	70	90	77	49	313

Grants and donations to local organisations

Community events

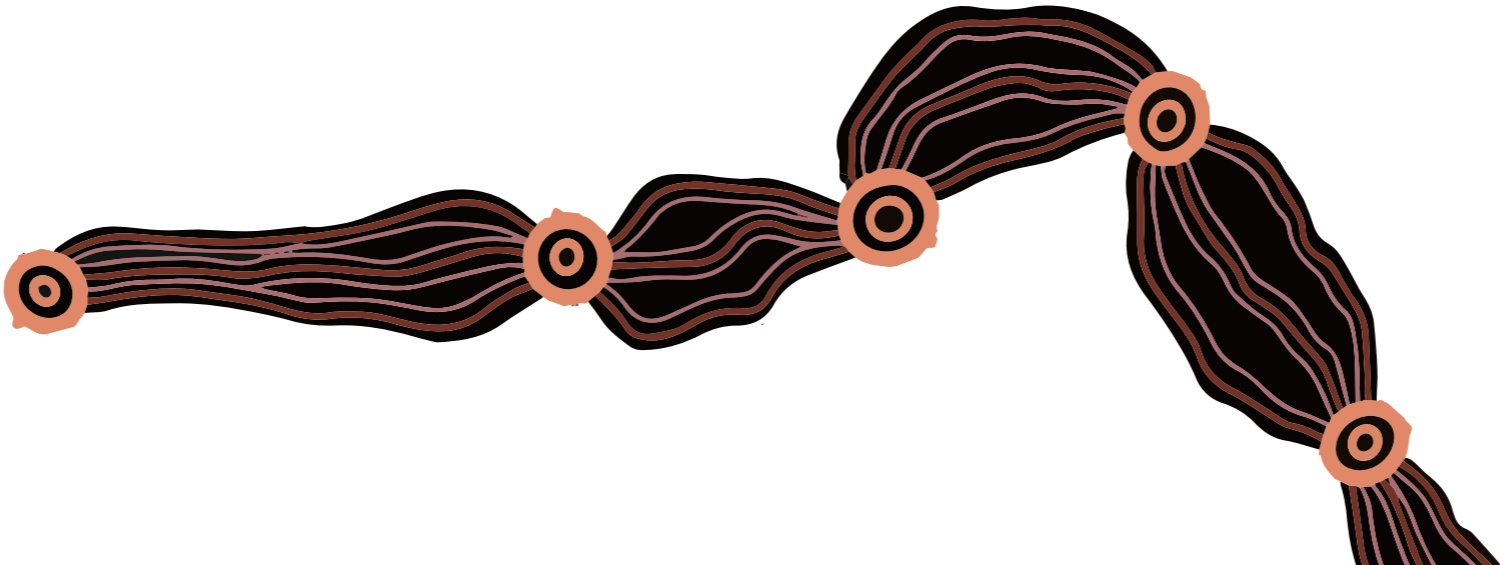
Recipient	Purpose	2023 (\$)	2022 (\$)
ANZAC Day	Event support including ANZAC Day events	21,363	14,184
Queenscliff Music Festival (QMF)	Support of the event (cash donation and in-kind support)	17,000	17,000
Volunteer Day	Volunteer Day celebrations	6,752	13,617
Point Lonsdale Christmas Tree	Point Lonsdale Christmas Tree festivities	5,011	1,787
Senior Citizens Week	Seniors trip to Geelong West Town Hall concert, in conjunction with COGG	1,662	-
Refugee Welcome Zone	Give them safety postcards	340	-
Subtotal		52,128	46,588

Contribution to operating costs

Recipient	Purpose	2023 (\$)	2022 (\$)
Life Saving Victoria	Lifeguard services	35,331	34,469
Subtotal		35,331	34,469

Arts and cultural development grants

Recipient	Purpose	2023 (\$)	2022 (\$)
Queenscliff Lonsdale Yacht Club	2023 - Sailing dinghy equipment 2022 - Construction of four new outdoor picnic tables	2,000	1,279
Queenscliffe and District neighbourhood house	2023 - House Gallery 10-year Celebrations 2022 - Making Boomerang Bags	2,000	663
Queenscliff Football Netball Club	Cricket pitch cover	2,000	-
Queenscliffe Lighthouse Theatre Group	Theatre Group 21st Celebration	2,000	-
Queenscliffe Climate Action Group Inc	Household Energy Efficiency Audit Program	2,000	-
Point Lonsdale Primary School	Nippers in School	1,808	1,924
Swan Bay Environmental Association	2023 - Plant propagation tables for the Indigenous Plant Nursery 2022 - Purchase of small trailer	1,512	2,000
Queenscliffe Historical Museum Inc.	Touch-screen display unit for new museum facility	1,364	
Queenscliffe Maritime Museum	Cable protectors and non-slipmats (trip hazard prevention) Replacement solar film on windows to protect artifacts	1,245	-
Australian Volunteer Coast Guard Association	2023 - Handheld spotlights for Coast Guard Rescue Vessel 2022 - Improved Training and Presentation capability	993	1,267
Uniting Church Q'Cliff/Pt. Lonsdale	Community Meal – one monthly “Men’s Cooking Night” barbeque	650	-
Combined Probus Club of Queenscliff	Craft Group - Rugmakers	500	-
Lisa's Art & Design	3 Community grant advertisements	45	-
Queenscliffe and District Men's Shed	Installation of retractable zip track blinds	-	2,000
Queenscliffe and District Neighbourhood House	Shedding the Blues 'Tune-up' health & music exhibition	-	2,000
Lighthouse Arts Collective	Daytime Matinee Mini Concert Series	-	1,800
Queenscliffe and District Neighbourhood House	Installation of wayfinding sign	-	1,485
Point Lonsdale Tennis Club Inc	Tennis 4 Teens program	-	1,263
Compassionate Hearts on the Bellarine	Promotional Material and website	-	1,020
Fort Queenscliff Heritage Association	Purchase of a flatbed photo scanner	-	900
Queenscliffe Literary Festival	Purchase of tear drop banner	-	760
Subtotal		18,116	18,361



Sponsorship program

Recipient	Purpose	2023 (\$)	2022(\$)
Pt Lonsdale Boardriders Club Inc	Sponsorship of surfing competitions	4,500	2,500
Bellarine Lighthouse Films Festival Incorporated	Sponsorship of festival	2,500	3,700
Pt Lonsdale Surf Life Saving Club	Rip View Swim Classic	2,500	-
Theatre3triple	The Fort Murders Project	2,500	-
Queenscliffe Maritime Museum	Lifeboat Shed Stories	2,229	-
Queenscliffe Lighthouse Theatre Group Inc	Sponsorship of Cinderella production	1,750	1,750
Queenscliff and District Neighbourhood House	Uke night out	1,700	-
The Bellarine School of Art Pty Ltd	The Bellarine School of Art Book Launch Event	1,000	-
White Swan Sound and Yoga	Lift Your Spirits	1,000	-
Barwon Heads Arts Council INC	Bellarine Arts Trail	1,000	-
Queenscliff Gallery	Sponsorship of Peebles Print Prize and exhibition	-	2,000
Subtotal		20,679	9,950

Education awards

Recipient	Purpose	2023 (\$)	2022(\$)
Bellarine Secondary College	Award	1,000	909
Queenscliff Primary School	Award	300	1,109
Point Lonsdale Primary School	Award	300	1,009
St Aloysius Primary School	Award	300	100
Subtotal		1,900	3,127

TOTAL grants and donations paid to local organisations	128,153	112,495
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Grants and subsidies received

In 2022-23 Council received a total of \$3,785,933 in grants and subsidies from external sources.

Federal funding

Purpose	Type	Period	Source	2023 (\$)	2022 (\$)
Victoria Grants Commission - General Purpose Grants	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Environment, Land, Water and Planning (VGC)	377,445	875,549
Aged Care - Domestic assistance	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	166,482	178,926
Queenscliffe Cultural Hub	Capital Grant - Federal non recurrent	Non-Recurrent - Commonwealth	Department of Industry	145,000	1,011,768
Victoria Grants Commission - Local Roads	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Environment, Land, Water and Planning (VGC)	91,357	80,661
Local Roads and Community Infrastructure program	Capital Grant - Federal non recurrent	Non-Recurrent - Commonwealth	Department of Infrastructure	60,970	20,546
Aged Care - Personal Care	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	53,847	57,872
Aged Care - Respite care	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	44,846	42,223
Aged Care - Property maintenance	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	36,264	38,975
Planting Trees for the Queen's Jubilee	Operating Grant - Federal non-recurrent	Non-Recurrent - Commonwealth	Department of Industry, Innovation and science	15,334	-
Aged Care - Social Support Individuals	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	9,514	10,226
Aged Care - Home Modifications	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	2,467	2,651
Commonwealth Road Safety Program 2021	Capital Grant - Federal non recurrent	Non-Recurrent - Commonwealth	Department of Transport	-	368,672
Aged Care - Assessment	Operating Grant - Federal recurrent	Recurrent - Commonwealth	Department of Health	-	27,943
Ocean Road works	Capital Grant - Federal non recurrent	Non-Recurrent - Commonwealth	Department of Infrastructure	-	3,701
Subtotal				1,003,526	2,712,310

State funding

Purpose	Type	Period	Source	2023 (\$)	2022 (\$)
Boat ramp upgrade project	Capital	Non-Recurrent	Department of Transport	1,199,612	3,280,751
New Corporate System	Capital	Non-recurrent	Department of Environment, Land, Water and Planning	420,000	-
Q Queenscliff Sports & Recreation Precinct Development Plan	Capital	Non-recurrent	Department of Jobs, Precincts and Regions	100,000	-
Point Lonsdale Maritime & Defence Precinct	Capital	Non-recurrent	Department of Environment, Land, Water and Planning	200,000	-
Electronic vehicle charging stations	Operating	Non-recurrent	Department of Environment, Land, Water and Planning	147,668	10,500
Better Boating Program - Boat launching and parking fees abolition	Operating	Recurrent	Department of Transport	122,000	-
COVID-19 Rapid Antigen Test Program	Operating	Non-Recurrent	Department of Health and Aged Care	90,000	-
Record Digitisation Project	Operating	Non-Recurrent	Regional Development Victoria	83,000	
Maternal and Child Health	Operating	Recurrent	Department of Education & Early Childhood Development	68,849	66,095
Aged Care - Assessment & Service Sourcing Resourcing	Operating	Recurrent	Department of Health and Human Services	60,023	66,551
Marine Coastal Management Plan	Operating	Non-Recurrent	Department of Environment, Land, Water and Planning	50,000	-
Fire Services Levy Implementation	Operating	Recurrent	State Revenue Office - Department of Treasury & Finance	42,392	-
Cliff Stability study - Resilient Coast	Operating	Non-Recurrent	Department of Environment Land Water and Planning	40,000	-
School Crossing Supervisors	Operating	Recurrent	Department of Transport Planning and Local Infrastructure	36,935	30,850
Hesse Street link to boat ramp	Capital	Non-recurrent	Department of Transport	28,500	-
Draft Kerbside Transition Plan	Operating	Non-Recurrent	Department of Environment Land Water and Planning	26,800	-
Onsite Domestic Wastewater Management	Operating	Non-Recurrent	Department of Environment Land Water and Planning	20,000	-
Queenscliffe Neighbourhood House	Operating	Non-recurrent	Sustainability Victoria	13,959	4,198
Beach Cleaning	Operating	Recurrent	Department of Sustainability & Environment	13,476	14,195
ANZAC Day	Operating	Non-recurrent	Department of Veteran Affairs	7,000	500
Senior Citizens Week	Operating	Recurrent	Department of Health	6,400	3,000
Cultural Hub Living Libraries Program	Capital	Non-recurrent	Department of Environment Land Water and Planning	-	2,903,478
Local Councils Outdoor Eating and Entertainment Package	Operating	Non-Recurrent	Department of Jobs, Precincts and Regions	-	200,000
Seawall and Rock revetment at Pt Lonsdale	Operating	Non-recurrent	Department of Environment Land Water and Planning	-	126,684
Better Boating Program	Operating	Non-recurrent	Department of Transport	-	119,650
Business Concierge and Hospitality Support Program	Operating	Non-recurrent	Department of Jobs, Precincts and Regions	-	60,000
Rural Councils ICT Infrastructure Program	Capital	Non-Recurrent	Department of Jobs, Precincts and Regions	-	43,362
Fire Services Property Levy	Operating	Recurrent	State Revenue Office	-	41,663
FOGO - Roll out collection services	Operating	Non-recurrent	Department of Environment, Land, Water and Planning	-	19,227
Events Recovery Support	Operating	Non-recurrent	Department of Jobs, Precincts and Regions	-	15,000
Natural Disaster Funding	Operating	Non-recurrent	Department of Treasury and Finance	-	11,425
Subtotal				2,776,613	7,017,128

Other funding

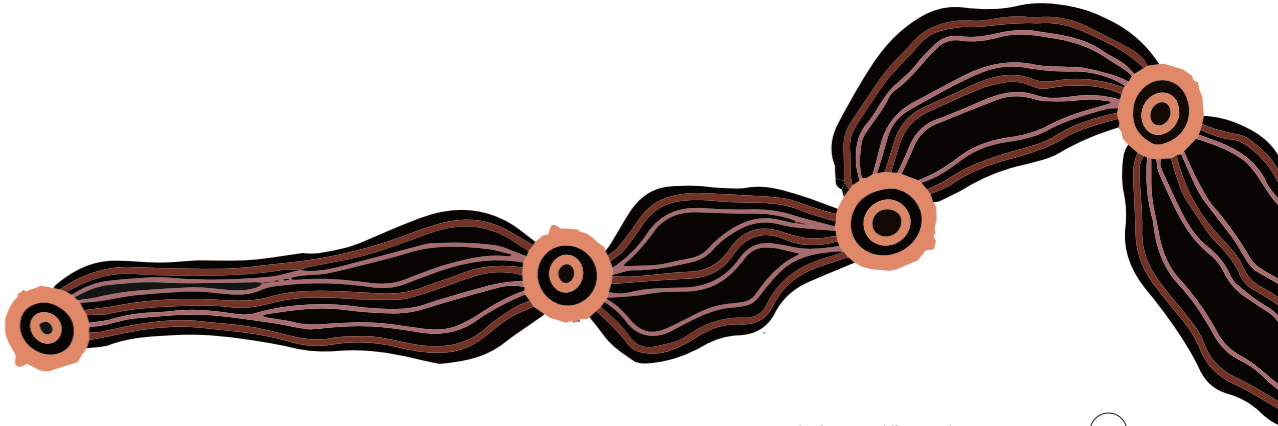
Purpose	Type	Period	Source	2023 (\$)	2022 (\$)
Tobacco Activity Program	Operating	Non-recurrent	Municipal Association Victoria	5,793	7,057
16 Days of Activism Against Gender-Based Violence	Operating	Non-recurrent	Municipal Association Victoria	-	1,200
Subtotal				5,793	8,257

TOTAL grants and subsidies received by Council	3,785,933	9,737,695
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Note: The total grants and subsidies balance will not match the face of the income statements due to adjustments for grants received in advance.

Membership of organisations

Organisation	2023 (\$)	2022 (\$)
Tourism Greater Geelong and the Bellarine	23,807	21,172
G21 Regional Alliance	16,258	6,105
Barwon South West Climate Alliance	15,000	-
Municipal Association of Victoria	14,972	13,262
Bellarine Catchment Network	11,520	11,520
Association of Bayside Municipalities	5,437	5,058
Victorian Caravan Parks Association	5,073	3,688
Small Rural Councils of Victoria	4,000	3,000
Victorian Local Governance Association	2,982	-
Local Government Professionals	1,449	-
Climate Emergency Australia	1,000	1,000
Victorian Tourism Industry Council	560	959
Infrastructure Design Association	500	-
Municipal Association of Victorian Technology	400	-
Australian Local Government Women's Association	320	-
Tourism Greater Geelong and the Bellarine - Caravan Parks	318	2,000
Australian Women in security network	66	-
Victorian Caravan Parks Association	-	1,180
TOTAL funds contributed to organisation memberships	103,662	68,944



Local Government Performance Reporting Framework

The *Local Government Act 2020* (the Act) states the role of a Council is to provide good governance in its municipal district for the benefit and wellbeing of the municipal community.

The Act states it is essential there is a legislative framework that provides for Councils to be accountable to their local communities in the performance of functions and the exercise of powers and the use of resources. It is a statutory requirement under the Act that Councils prepare and report on medium and short-term plans to discharge their duties of accountability and transparency to their communities.

A mandatory system of performance reporting exists for Councils that prescribe performance information to be included in Council's Annual Report. The framework aims to ensure that performance information reported in the Annual Report is relevant, balanced, appropriate and clearly aligned with Council Plan strategic objectives to ensure performance reporting is meaningful to the community.

The Act requires Council's Annual Report to contain an audited Performance Statement, including audited results achieved against the prescribed performance indicators and measures of service performance outcome, financial performance and sustainable capacity.

In addition to the performance information required to be disclosed in the Performance Statement, Councils are also required to disclose other performance-related information in the report of operations in the Annual Report, including:

- A Governance And Management Checklist (page 100)
- Other prescribed indicators and measures of service performance, results achieved and an explanation of material variances (page 108)
- A statement that reviews the performance of Council against the Council Plan, including results achieved in relation to the strategic indicators included in the Council Plan (page 53).

This performance information in the report of operations along with the Performance Statement

forms part of the Local Government Performance Reporting Framework. Taking an integrated approach to performance reporting can help councils understand how well they are performing in meeting the needs of their communities as well as achieving the strategic objectives in the Council Plan.

What is the Performance Statement?

The Performance Statement contains information about the performance of Council for the financial year whereby Council makes itself accountable to the community. Council's performance for the financial year is reported against the key strategic activities that were adopted as part of the annual Budget process.

Council must describe the prescribed indicators and measures in the Performance Statement so it is clear about what is being measured.

The Performance Statement must include the results achieved in relation to prescribed:

- Service performance outcomes
- Financial performance, and
- Sustainable capacity.

Councils must also provide an explanation of any material variations in the results between the current year and other years disclosed, to enable the reader to form an understanding of the reason for the variation.

Each result is reviewed by the external auditors. Supporting evidence and data is scrutinised to ensure accuracy of performance reporting. Please refer to page 122 for the Certification of the Performance Statement and pages 114 for the VAGO Independent Auditor's Report.

What is the Governance and Management Checklist?

The Governance and Management Checklist measures whether a Council has strong governance and management frameworks in place covering community engagement, planning, monitoring, reporting and decision-making. It includes 24 qualitative measures against which Council is assessed each year. This checklist is included within the Annual Report on page 100.

Governance and management checklist

The following are the results in the prescribed form of Council's assessment against the prescribed governance and management checklist.

No.	Governance and Management item	Required	Yes / No	Commentary
GC1	Community Engagement Policy (policy outlining Council's commitment to engaging with the community on matters of public interest)	Adopted in accordance with section 55	Yes	Date of operation of current policy: 14/12/2022
GC2	Community Engagement Guidelines (guidelines to assist staff to determine when and how to engage with the community)	Current guidelines in operation	Yes	Date of operation of current guidelines: 14/12/2022
GC3	Financial Plan (plan under section 91 of the Act outlining the financial and non-financial resources required for at least the next 10 financial years)	Adopted in accordance with section 91 of the Act	Yes	Date of adoption: 28/06/2023
GC4	Asset Plan (plan under section 92 of the Act setting out the asset maintenance and renewal needs for key infrastructure asset classes for at least the next 10 years)	Adopted in accordance with section 92 of the Act	Yes	Date of adoption: 22/02/2023
GC5	Revenue and Rating Plan (plan under section 93 of the Act setting out the rating structure of Council to levy rates and charges)	Adopted in accordance with section 93 of the Act	Yes	Date of adoption: 23/06/2021
GC6	Annual Budget (plan under section 94 of the Act setting out the services to be provided and initiatives to be undertaken during the budget year and the funding and other resources required)	Budget adopted in accordance with section 94 of the Act	Yes	Date of adoption: 28/06/2023
GC7	Risk Policy (policy outlining Council's commitment and approach to minimising the risks to Council's operations)	Current policy in operation	Yes	Date of operation of current policy: 14/12/2022
GC8	Fraud Policy (policy outlining Council's commitment and approach to minimising the risk of fraud)	Current policy in operation	Yes	Date of operation of current policy: 27/10/2021
GC9	Municipal Emergency Management Plan (plan under section 60ADB of the Emergency Management Act 2013 for emergency mitigation, response and recovery)	Prepared and maintained in accordance with section 60ADB of the Emergency Management Act 2013	Yes	Date of operation of current plan: 04/05/2023
GC10	Procurement Policy (policy under section 108 of the Act outlining the principles, processes and procedures that will apply to the purchase of goods and services by the Council)	Adopted in accordance with section 108 of the Act	Yes	Date of operation of current policy: 27/10/2021
GC11	Business Continuity Plan (plan setting out the actions that will be taken to ensure that key services continue to operate in the event of a disaster)	Current plan in operation	Yes	Date of operation of current plan: 30/10/2019

No.	Governance and Management item	Required	Yes / No	Commentary
GC12	Disaster Recovery Plan (plan setting out the actions that will be undertaken to recover and restore business capability in the event of a disaster)	Current plan in operation	Yes	Date of operation of current plan: 30/10/2019
GC13	Risk Management Framework (framework outlining Council's approach to managing risks to the Council's operations)	Current framework in operation	Yes	Date of operation of current framework: 04/04/2022
GC14	Audit and Risk Committee (advisory committee of Council under section 53 and 54 of the Act)	Established in accordance with section 53 of the Act	Yes	Date of establishment: 27/08/2020
GC15	Internal audit (independent accounting professionals engaged by the Council to provide analyses and recommendations aimed at improving Council's governance, risk and management controls)	Internal auditor engaged	Yes	Engaged, date of engagement of current provider: 07/10/2022
GC16	Performance Reporting Framework (a set of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Current framework in operation	Yes	Date of operation of current framework: 01/07/2015
GC17	Council Plan Report (report reviewing the performance of the Council against the Council Plan, including the results in relation to the strategic indicators, for the first six months of the financial year)	Current report	Yes	Date of reports: 2021-22 Quarter 4 Report - 28/09/2022 2022-23 Quarter 1 Report - 26/10/2022 2022-23 Quarter 2 Report - 22/02/2023 2022-23 Quarter 3 Report - 26/04/2023
GC18	Financial reporting (quarterly statements to the Council under section 97(1) of the Local Government Act 2020, comparing actual and budgeted results and an explanation of any material variations).	Reports presented to the Council in accordance with section 97(1) of the Local Government Act 2020	Yes	Dates of reports: 2021-22 Quarter 4 Report - 28/09/2022 2022-23 Quarter 1 Report - 26/10/2022 2022-23 Quarter 2 Report - 22/02/2023 2022-23 Quarter 3 Report - 26/04/2023

No.	Governance and Management item	Required	Yes / No	Commentary
GC19	Risk reporting (6-monthly reports of strategic risks to Council's operations, their likelihood and consequences of occurring and risk minimisation strategies)	Risk reports prepared and presented	Yes	Dates of presentation of reports: Reported quarterly via Audit and Risk Management Committee minutes 28/09/2022 , 14/12/2022, 26/04/2023, 28/06/2023
GC20	Performance reporting (6-monthly reports of indicators measuring financial and non-financial performance, including the performance indicators referred to in section 98 of the Local Government Act 2020)	Performance reports prepared and presented	Yes	Dates of presentation of reports: 2021/22 Performance Report 28/09/2022 2022/23 YTD (6 months) Performance information included in 2022/23 Quarter 2 Budget Report 22/02/2023
GC21	Annual report (annual report under sections 98, 99 and 100 of the Local Government Act 2020 containing a report of operations and audited financial and performance statements)	Presented at a meeting of the Council in accordance with section 100 of the Act	Yes	Date considered: 26/10/2022 Ordinary Council Meeting.
GC22	Councillor Code of Conduct (Code under section 139 of the Act setting out the standards of conduct to be followed by Councillors and other matters)	Code of conduct reviewed and adopted in accordance with section 139 of the Act	Yes	Date of review: 17/02/2021
GC23	Delegations (documents setting out the powers, duties and functions of Council and the Chief Executive Officer that have been delegated to members of staff, in accordance with sections 11 and 47 of the Act)	Delegations reviewed in accordance with section 11(7) of the Act and a register kept in accordance with sections 11(8) and 47(7) of the Act	Yes	Date of review: 28/09/2022
GC24	Meeting procedures (Governance Rules under section 60 of the Act governing the conduct of meetings of Council and delegated committees)	Governance Rules adopted in accordance with section 60 of the Act	Yes	Date adopted: 28/09/2022

Certification of the governance and management checklist

I certify that this information presents fairly the status of Council's governance and management arrangements.


Martin Gill
Chief Executive Officer
Date: 27 September 2023
Queenscliff


Councillor Isabelle Tolhurst
Mayor
Date: 27 September 2023
Queenscliff

Performance statement

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Snapshot of the Borough of Queenscliffe

The Borough of Queenscliffe is located south of Melbourne on the south-eastern tip of the Bellarine Peninsula. The Borough has a land area of 10.7 square kilometres, all of which is essentially coastal land.

The Borough was proclaimed a municipality in 1863 and is unique in Victoria in that it is the only local government untouched by any boundary change. It remained unchanged through the amalgamation process in the first half of the 1990s.

Population

On the night of the 2021 Census, the Borough's permanent resident population was 3,276 (2016: 2,853), with 1,760 people residing in Point Lonsdale (2016: 1,538) and 1,516 in Queenscliff (2016: 1,315) as well as a significant non-residential population. The Borough's population increases to around 17,000 people over the summer period. It is anticipated that the Borough's permanent population will remain around this level in the foreseeable future as the municipality is fully developed and has a long history of having a large non-permanent ownership of property.

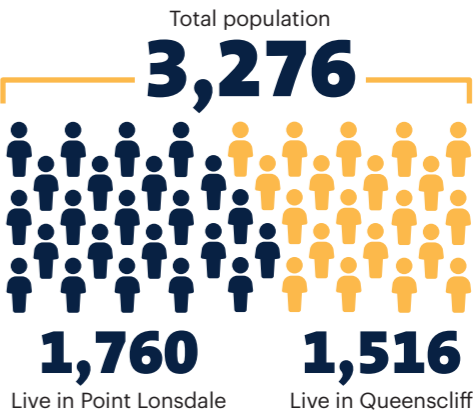
Ageing population

On the night of the 2021 Census, the population aged 65 years and older was 45.1% (2016: 40.4%), compared with the Victorian average of 16.8% (2016: 15.6%). Our population is significantly older than the rest of the state, with just 9.4% of the Borough's population aged between 0 and 15 years (2016: 11.5%), compared to 18.0% for Victoria (2016: 18.3%).

The Borough's median age is 62 (2016: 60), which is the oldest median age by local government area in Victoria. For this reason, there is significant emphasis on the need to provide aged services, although it is also acknowledged that age is not the sole determinant of the need for particular health services.

Council has a strong commitment to providing aged care and prides itself on maintaining a 'zero waiting list' for aged care services.

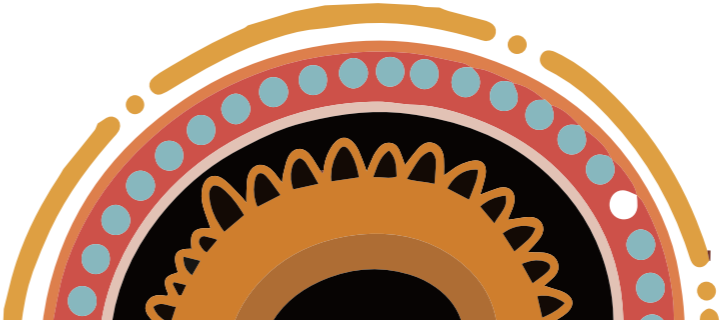
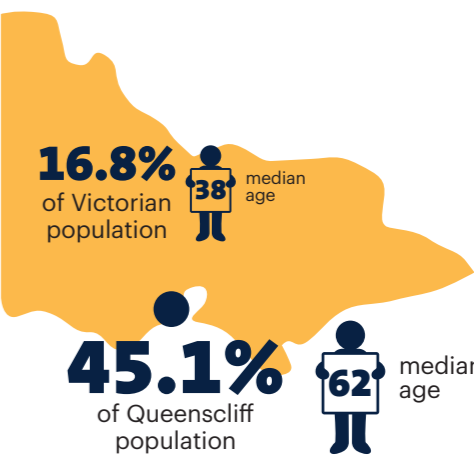
Permanent resident population on the night of the 2021 Census



Summer holiday season population



People aged 65 years and older on the night of the 2021 Census



Births

New births in the Borough remain relatively low, with 10 babies being born in 2022–23 (2021–22: 17 births).

Housing

On the night of the 2021 Census, there were 2,898 dwellings (2016: 2,802) in the Borough of Queenscliffe, with an average household size of 2.0 persons (2016: 2.0).

Property values in the Borough are generally high, with the median house prices for both Queenscliff and Point Lonsdale now in excess of \$1.5 million.

Government grants

Council has continued to attract significant levels of government grant funding. Government funding is an important source of income for the Borough, in reducing the pressure on Council's rates budget and user fees and charges in order to achieve the same level of services as is currently provided for the community.



Other information

Basis of preparation

Council is required to prepare and include a Performance Statement within its annual report. The Performance Statement includes the results of the prescribed sustainable capacity, service performance and financial performance indicators and measures together with a description of the municipal district and an explanation of material variations in the results. This statement has been prepared to meet the requirements of the *Local Government Act 2020* and *Local Government (Planning and Reporting) Regulations 2020*.

Where applicable the results in the Performance Statement have been prepared on accounting bases consistent with those reported in the Financial Statements. The other results are based on information drawn from Council information systems or from third parties (e.g. Australian Bureau of Statistics).

The Performance Statement presents the actual results for the current year and for the prescribed financial performance indicators and measures, the results forecast by Council's strategic resource plan. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variations in the results contained in the Performance Statement. Council has adopted materiality thresholds relevant to each indicator and measures and explanations have not been provided for variations below the materiality thresholds unless the variance is considered to be material because of its nature.

The forecast figures included in the Performance Statement are those adopted by Council in its Financial Plan on the 28th June 2023 and which forms part of the Council Plan. The Financial Plan includes estimates based on key assumptions about the future that were relevant at the time of adoption and aimed at achieving sustainability over the long term. Detailed information on the actual financial results is contained in the General Purpose Financial Statements. The financial plan can be obtained by contacting Council.

Sustainable Capacity Indicators

For the Year Ended 30 June 2023

Service / indicator / material variations and general comments		2019–20	2020–21	2021–22	2022–23
C1	Population <i>Expenses per head of municipal population</i> Total expenses for 2022–23 include capital expenditure of \$773,000 classified as operating expenses not meeting capitalisation criteria (incurred over the multiple financial years for key projects completed in 2022-23). Excluding the impact of these accounting adjustments, the result for 2022–23 is \$3,770 (the result for 2021–22 on the same basis was \$3,768).	\$4,018	\$4,282	\$3,886	\$4,009
C2	Population <i>Infrastructure per head of municipal population</i> The decrease in the result for 2022-23 is mainly due to the reduction in the fair value (revaluation decrement) of road, footpath and off-street car park infrastructure assets.	\$12,565	\$12,601	\$15,361	\$14,144
C3	Population <i>Population density per length of road</i> 42 km of local roads for a population of 3,235. Queenscliffe has a comparatively low population (the smallest in the state) and a comparatively low length of road.	68.37	69.95	71.02	77.02
C4	Own-source revenue <i>Own-source revenue per head of municipal population</i> The Borough's own source revenue includes municipal rates, and a comparatively high level of user fees and charges income, particularly with respect to fees from tourist parks.	\$3,258	\$3,250	\$3,416	\$3,398
C5	Recurrent grants <i>Recurrent grants per head of municipal population</i> The timing of Financial Assistance Grant and recurrent grant from Better Boating Victoria has an impact on this result. Average recurrent grants (after adjusting for timing differences) per head of municipal population is \$360.	\$563	\$279	\$506	\$354
C6	Disadvantage <i>Relative Socio-Economic Disadvantage</i> Queenscliffe's relative socioeconomic disadvantage improved, from 9 at the 2011 Census to 10 in the 2016 Census (10 in the 2021 Census).	10	10	10	10
C7	Workforce turnover <i>Percentage of staff turnover</i> 9 staff resignations and terminations in 2022–23 compared to an average of 8–10 resignations and terminations per year in the previous years.	15.38%	14.8%	16.4%	15.1%

Definitions

- **"Adjusted underlying revenue"** means total income other than:
 - non-recurrent grants used to fund capital expenditure; and
 - non-monetary asset contributions; and
 - contributions to fund capital expenditure from sources other than those referred to above
- **"Infrastructure"** means non-current property, plant and equipment excluding land
- **"Local road"** means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*
- **"Own-source revenue"** means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
- **"Population"** means the resident population estimated by Council
- **"Relative socio-economic disadvantage"**, in relation to a municipality, means the relative socio-economic disadvantage, expressed as a decile for the relevant financial year, of the area in which the municipality is located according to the Index of Relative Socio-Economic Disadvantage (Catalogue Number 2033.0.55.001) of SEIFA
- **"SEIFA"** means the Socio-Economic Indexes for Areas published from time to time by the Australian Bureau of Statistics on its Internet website
- **"Unrestricted cash"** means all cash and cash equivalents other than restricted cash.

Service Performance Indicators

For the Year Ended 30 June 2023

Service / indicator / material variations		2019–20	2020–21	2021–22	2022–23
Aquatic Facilities					
AF6	Utilisation <i>Utilisation of aquatic facilities</i> Queenscliffe does not provide this service.	N/A	N/A	N/A	N/A
Animal Management					
AM7	Health and safety <i>Animal management prosecutions</i> Zero prosecutions. Council's policy of 'first ride home' for straying animals results in a greater emphasis on education. Animal owners are made aware of the potential penalties, resulting in a reduced likelihood of penalties being issued.	0.00%	0.00%	0.00%	0.00%
Food Safety					
FS4	Health and safety <i>Critical and major non-compliance outcome notifications</i> Council received 22 critical non-compliance notifications in 2022-23. Council has achieved a 100.00% compliance rate over the four years.	100.00%	100.00%	100.00%	100.00%
Governance					
G5	Satisfaction <i>Satisfaction with Council decisions</i> The result for 2022-23 is above the state-wide average and the average for the small rural Council category though there is a slight decrease.	54	59	63	60
Libraries					
LB4	Participation <i>Active library borrowers in municipality</i> Over the last two years, there has been a decline in the count of active borrowers, even though the population has undergone a slight increase. It's worth noting that this decrease could be attributed in part to the constrained space at the temporary library location. The limited capacity at the temporary facility may have influenced the decrease in active borrowers. The library has been moved to a newly upgraded permanent location during the 2022-23 fiscal year. This relocation to a more suitable and improved space could potentially have a positive impact on attracting more borrowers and increasing community engagement.	36.72%	31.30%	26.94%	25.86%
Maternal and Child Health					
MC4	Participation <i>Participation in the MCH service</i> Only 49 children attended the MCH service at least once, of the 108 infants enrolled in 2022–23.	63.98%	68.71%	73.24%	45.37%
MC5	Participation <i>Participation in the MCH service by Aboriginal children</i> No Aboriginal children enrolled in the MCH service during the reporting period.	100.00%	100.00%	0.00%	0.00%
Roads					
R5	Satisfaction <i>Satisfaction with local sealed roads</i> The result for 2022-23 is above the state-wide average and the average for the small rural Council category.	66	66	65	65
Statutory Planning					
SP4	Decision making <i>Council planning decisions upheld at VCAT</i> Five planning decisions were referred to VCAT in 2022-23 and all decisions were upheld at VCAT. 3 decisions were referred to VCAT in the previous financial year and all were upheld.	0.00%	0.00%	100.00%	100.00%
Waste Collection					
WC5	Waste diversion <i>Kerbside collection waste diverted from landfill</i> The significant improvement in waste diverted from landfill in 2022–23 is due to the rollout of Food Organic and Garden Organic (FOGO) waste bins.	46.92%	55.50%	55.57%	68.03%

Service Performance Indicators (continued)

For the Year Ended 30 June 2023

Definitions

- **"Aboriginal child"** means a child who is an Aboriginal person
- **"Active library borrower"** means a member of a library who has borrowed a book from the library
- **"Annual Report"** means an Annual Report prepared by Council under section 98 of the Act
- **"Critical non-compliance outcome notification"** means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorized officer under that Act, of a deficiency that poses an immediate serious threat to public health
- **"Local road"** means a sealed or unsealed road for which Council is the responsible road authority under the *Road Management Act 2004*
- **"Major non-compliance outcome notification"** means a notification received by Council under section 19N(3) or (4) of the *Food Act 1984*, or advice given to Council by an authorized officer under that Act, of a deficiency that does not pose an immediate serious threat to public health but may do so if no remedial action is taken
- **"MCH"** means the Maternal and Child Health Service provided by Council to support the health and development of children within the municipality from birth until school age

Financial Performance Indicators

For the Year Ended 30 June 2023

Service / indicator / material variations		Results			Forecasts				
		2019–20	2020–21	2021–22	2022–23	2023–24	2024–25	2025–26	2026–27
Efficiency									
E2	Expenditure level <i>Expenses per property assessment</i>	\$3,816	\$4,168	\$3,824	\$4,165	\$4,304	\$4,290	\$4,296	\$4,382
Total expenses for 2022–23 include capital expenditure of \$773,000 classified as operating expenses not meeting capitalisation criteria (incurred over the multiple financial years for key projects completed in 2022-23). Excluding the impact of these accounting adjustments, the result for 2022–23 is \$3,916 (result for 2021–22 on the same basis was \$3,712). Further, the majority of expenditure incurred by Queenscliffe is non-discretionary and part of managing the services expected of a local council. Given the very small ratepayer base, this translates into a level of expenditure per property assessment which is higher than the outcome for other local councils.									
E4	Revenue level <i>Average rate per property assessment</i>	\$2,101	\$2,154	\$2,186	\$2,229	\$2,324	\$2,405	\$2,482	\$2,561
Rate revenue represents a high proportion of Queenscliffe’s revenue and spread across a very small ratepayer base.									
Liquidity									
L1	Working capital <i>Current assets compared to current liabilities</i>	513.55%	294.05%	310.17%	458.01%	456.90%	423.31%	348.16%	246.41%
There is a reduction in current liabilities as a result of the decrease in accrued expenses. The accrued expenses balance at the end of the last financial year was elevated mainly due to unsettled invoices of capital projects. The four-year forecast indicates fluctuation mainly due to assumptions used concerning the timing of capital grants and capital expenditure. However, the average four-year forecast (368.69%) is in line with the past average result.									
L2	Unrestricted cash <i>Unrestricted cash compared to current liabilities</i>	-151.20%	38.73%	43.90%	69.14%	241.08%	231.68%	164.09%	69.76%
Council has \$7.6 million term deposits with original maturities of more than 90 days, considered as restricted cash for LGPRF reporting purposes in 2022–23. Council predicts that most of these term deposits be converted into operational cash from 2023–24 onwards and used in delivering key capital projects, still leaving an elevated operational cash balance for the next three years.									
Obligations									
O2	Loans and borrowings <i>Loans and borrowings compared to rates</i>	0.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Council has a debt-free balance sheet.									
O3	Loans and borrowings <i>Loans and borrowings repayments compared to rates</i>	0.25%	0.38%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Council has a debt-free balance sheet.									
O4	Indebtedness <i>Non-current liabilities compared to own-source revenue</i>	1.18%	1.06%	1.09%	0.89%	1.05%	1.05%	1.04%	1.04%
The improvement observed in 2022-23 can be attributed to a slight reduction in the provision for employee leave (non-current portion) at year end.									
O5	Asset renewal and upgrade <i>Asset renewal and upgrade compared to depreciation</i>	121.92%	194.21%	540.62%	194.79%	181.66%	126.97%	194.73%	243.89%
A significant amount of asset renewal and upgrade expenditure incurred during 2021–22 on key projects had a significant positive impact on the result for the previous year. The forecast reflects the timing of planned capital projects for the next four years.									

Financial Performance Indicators (continued)

For the Year Ended 30 June 2023

Service / indicator / material variations and general comments		Results				Forecasts			
		2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
Operating Position									
OP1	Adjusted underlying result								
	Adjusted underlying surplus (or deficit)	-3.27%	-13.71%	5.58%	-4.90%	-2.54%	-3.30%	-0.21%	0.48%
Advance payments of the Financial Assistance Grant had a significant impact on the adjusted underlying result for the previous two financial years. If the Financial Assistance Grant is considered against the financial year to which it relates, the result for this measure for 2020-21, 2021-22 and 2022-23 would have been -9.2%, 2.0% and -4.6% respectively. Capital expenditure of \$773,000 classified as operating expenses not meeting capitalisation criteria has a significant impact on the 2022-23 result. Accounting loss associated with a building demolition and expenses classified as operating expenses not meeting capitalisation criteria, totalling \$1.4 million had a significant negative impact on the 2020-21 result. Council expects an improvement in this measure mainly due to forecasted operational efficiencies.									
Stability									
S1	Rates concentration								
	Rates compared to adjusted underlying revenue	65.13%	67.46%	63.30%	65.92%	65.25%	68.53%	68.71%	69.13%
In recent years, the Council has been collecting an average of 65% of its underlying revenue from rates revenue.									
S2	Rates effort								
	Rates compared to property values	0.26%	0.25%	0.24%	0.18%	0.18%	0.18%	0.19%	0.20%
The lower proportion of rate revenue compared to property values suggests a reduced rate burden on the community. However, compared to other municipalities, the low number of comparatively highly valued properties in the Borough has a positive impact on this measure.									

Definitions

- **"Adjusted underlying revenue"** means total income other than:
 - non-recurrent grants used to fund capital expenditure; and
 - non-monetary asset contributions; and
 - contributions to fund capital expenditure from sources other than those referred to above
- **"Adjusted underlying surplus (or deficit)"** means adjusted underlying revenue less total expenditure
- **"Current assets"** has the same meaning as in the AAS
- **"Current liabilities"** has the same meaning as in the AAS
- **"Non-current liabilities"** means all liabilities other than current liabilities
- **"Non-recurrent grant"** means a grant obtained on the condition that it be expended in a specified manner and is not expected to be received again during the period covered by Council's Strategic Resource Plan
- **"Own-source revenue"** means adjusted underlying revenue other than revenue that is not under the control of Council (including government grants)
- **"Rate revenue"** means revenue from general rates, municipal charges, service rates and service charges
- **"Residential rates"** means revenue from general rates, municipal charges, service rates and service charges levied on residential properties
- **"Restricted cash"** means cash and cash equivalents, within the meaning of the AAS, that are not available for use other than for a purpose for which it is restricted, and includes cash to be used to fund capital works expenditure from the previous financial year
- **"Unrestricted cash"** means all cash and cash equivalents other than restricted cash

Certification of the Performance Statement

In my opinion, the accompanying performance statement has been prepared in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.



Gihan Kohobange CPA, CA, FCCA
Principal Accounting Officer
Date: 27 September 2023
Queenscliff

In our opinion, the accompanying performance statement of the Borough of Queenscliffe for the year ended 30 June 2023 fairly presents the results of Council's performance in accordance with the *Local Government Act 2020* and the *Local Government (Planning and Reporting) Regulations 2020*.

The Performance Statement contains the relevant performance indicators, measures and results in relation to service performance, financial performance and sustainable capacity.

As at the date of signing, we are not aware of any circumstances which would render any particulars in the performance statement to be misleading or inaccurate.

We have been authorised by the Council and by the *Local Government (Planning and Reporting) Regulations 2020* to certify this performance statements in its final form.



Councillor Isabelle Tolhurst
Mayor
Date: 27 September 2023
Queenscliff



Councillor Donnie Grigau
Date: 27 September 2023
Queenscliff



Martin Gill
Chief Executive Officer
Date: 27 September 2023
Queenscliff

VAGO report on the Performance Statement



Independent Auditor's Report

To the Councillors of the Borough of Queenscliffe

Opinion	<p>I have audited the accompanying performance statement of the Borough of Queenscliffe (the council) which comprises the:</p> <ul style="list-style-type: none">• snapshot of the Borough of Queenscliffe for the year ended 30 June 2023• sustainable capacity indicators for the year ended 30 June 2023• service performance indicators for the year ended 30 June 2023• financial performance indicators for the year ended 30 June 2023• other information and• certification of the performance statement. <p>In my opinion, the performance statement of the Borough of Queenscliffe in respect of the year ended 30 June 2023 presents fairly, in all material respects, in accordance with the performance reporting requirements of Part 4 of the <i>Local Government Act 2020</i> and <i>Local Government (Planning and Reporting) Regulations 2020</i>.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Standards on Assurance Engagements. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the performance statement</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the performance statement in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors' responsibilities for the performance statement	<p>The Councillors are responsible for the preparation and fair presentation of the performance statement in accordance with the performance reporting requirements of the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i> and for such internal control as the Councillors determines is necessary to enable the preparation and fair presentation of a performance statement that is free from material misstatement, whether due to fraud or error.</p>

VAGO report on the Performance Statement

Auditor’s responsibilities for the audit of the performance statement

As required by the *Audit Act 1994*, my responsibility is to express an opinion on the performance statement based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the performance statement as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Standards on Assurance Engagements will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this performance statement. As part of an audit in accordance with the Australian Standards on Assurance Engagements, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the performance statement, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal control
- evaluate the overall presentation, structure and content of the performance statement, including the disclosures, and whether performance statement represents the underlying events and results in a manner that achieves fair presentation.

I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Travis Derricott
as delegate for the Auditor-General of Victoria

MELBOURNE
6 October 2023



Financial Report

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Understanding the Financial Report

Introduction

The Financial Statements show how Council performed financially during the 2022–23 financial year and the overall position at the end of the financial year.

Council presents its Financial Report in accordance with the Australian Accounting Standards. Particular terms required by the standards may not be familiar to some readers. The Borough of Queenscliffe is committed to accountability. It is in this context that the following explanations have been developed to assist readers to understand and analyse the Financial Report.

What is contained in the Financial Report?

Council’s Financial Report has two main sections: the Report and the Notes. There are five statements and eight notes. These are prepared by Council staff, examined by the Audit Committee, Council and audited by the Victorian Auditor-General’s Office.

The five statements included in the first few pages of the report are the:

- 1. Comprehensive Income Statement
- 2. Balance Sheet
- 3. Statement of Changes in Equity
- 4. Statement of Cash Flows
- 5. Statement of Capital Works

The Notes detail Council’s accounting policies and the make-up of values contained in the statements.

Comprehensive Income Statement

The Comprehensive Income Statement measures Council’s performance over the year.

It lists revenue sources under various income headings, as well as the expenses incurred during the year. The revenue includes grants and contributions associated with the purchase or building of assets. However, the expenses relate only to the ‘operations’ and do not include the costs associated with the purchase or building of assets. Expenses do include an item for depreciation, which is the value of the assets used up during the year.

The statement is prepared on an ‘accrual’ basis. This means that all income and costs for the year are recognised even though the income may not yet be received (such as interest on bank deposits) or expenses not yet paid (invoices not yet received for goods and services already used).

If the statement is in a deficit (loss) situation, this means that Council is not creating a sufficient surplus (profit) to replace infrastructure assets at the time when they need to be replaced. Continual deficits may indicate concern about Council’s ability to be financially viable in the longer term.

Balance Sheet

The balance sheet shows the assets that Council own and what Council owe (liabilities) as of 30 June 2023.

The bottom line of the balance sheet is net assets, which is the net worth Council have built up over many years.

The assets and liabilities are separated into current and non-current. Current means those assets or liabilities that will fall due or will be consumed in the next 12 months.


Statement of Changes in Equity

The Statement Of Changes In Equity summarises the change in value of total ratepayer equity. The value of equity can only change as a result of:

- The ‘profit and loss’ from operations, described in the Comprehensive Income Statement as the surplus/(deficit) for the year
- The use of monies from Council’s reserves and transfers to Council’s reserves
- The change in the value of non-current assets, resulting from a revaluation of these assets, and
- Any adjustment to opening balance, where applicable.

Certification of the Financial Statements

In my opinion, the accompanying financial statements have been prepared in accordance with the *Local Government Act 2020*, the Local Government (Planning and Reporting) Regulations 2020, the Australian Accounting Standards and other mandatory professional reporting requirements.



Gihan Kohobange CA, CPA, FCCA
Principal Accounting Officer

Date: 27 September 2023
Queenscliff

In our opinion, the accompanying financial statements present fairly the financial transactions of the Borough of Queenscliffe for the year ended 30 June 2023 and the financial position of the Council as at that date.

At the date of signing, we are not aware of any circumstances that would render any particulars in the financial statements to be misleading or inaccurate.

We have been authorised by the Council and by the Local Government (Planning and Reporting) Regulations 2020 to certify the financial statements in their final form.



Councillor Isabelle Tolhurst
Mayor

Date: 27 September 2023
Queenscliff



Councillor Donnie Grigau

Date: 27 September 2023
Queenscliff



Martin Gill
Chief Executive Officer

Date: 27 September 2023
Queenscliff

VAGO report on the Financial Report

VAGO report on the Financial Report

Independent Auditor’s Report




To the Councillors of the Borough of Queenscliffe

Opinion	<p>I have audited the financial report of the Borough of Queenscliffe (the council) which comprises the:</p> <ul style="list-style-type: none">balance sheet as at 30 June 2023comprehensive income statement for the year then endedstatement of changes in equity for the year then endedstatement of cash flows for the year then endedstatement of capital works for the year then endednotes to the financial statements, including significant accounting policiescertification of the financial statements. <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the council as at 30 June 2023 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 4 of the <i>Local Government Act 2020</i>, the <i>Local Government (Planning and Reporting) Regulations 2020</i> and applicable Australian Accounting Standards.</p>
Basis for Opinion	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor’s Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the council in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board’s APES 110 <i>Code of Ethics for Professional Accountants</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
Councillors’ responsibilities for the financial report	<p>The Councillors of the council are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards, the <i>Local Government Act 2020</i> and the <i>Local Government (Planning and Reporting) Regulations 2020</i>, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Councillors are responsible for assessing the council’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>

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Auditor’s responsibilities for the audit of the financial report	<p>As required by the <i>Audit Act 1994</i>, my responsibility is to express an opinion on the financial report based on the audit. My objectives for the audit are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.</p> <p>As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:</p> <ul style="list-style-type: none">identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the council’s internal controlevaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Councillorsconclude on the appropriateness of the Councillors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the council’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the council to cease to continue as a going concern.evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation. <p>I communicate with the Councillors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.</p>
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MELBOURNE
6 October 2023


Travis Derricott
as delegate for the Auditor-General of Victoria

Comprehensive Income Statement

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Income/Revenue			
Rates and charges	3.1	8,150	7,957
Statutory fees and fines	3.2	201	204
User fees	3.3	2,042	2,020
Grants - operating	3.4	1,370	2,136
Grants - capital	3.4	2,232	7,652
Net gain on disposal of property, infrastructure, plant and equipment	3.5	109	-
Other income	3.6	492	251
Total Income/Revenue		14,596	20,220
Expenses			
Employee costs	4.1	(4,916)	(4,299)
Materials and services	4.2	(5,648)	(5,548)
Depreciation	4.3	(1,244)	(1,325)
Net loss on disposal of property, infrastructure, plant and equipment	3.5	-	(130)
Share of net loss of associates and joint ventures	6.3	-	(5)
Other expenses	4.5	(1,163)	(559)
Total expenses		(12,971)	(11,866)
Surplus/(deficit) for the year		1,625	8,354
Other comprehensive income			
Items that will not be reclassified to surplus or deficit in future periods			
Net asset revaluation increment/(decrement)	6.2	(2,397)	33,177
Total other comprehensive income		(2,397)	33,177
Total comprehensive result		(772)	41,531

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Balance Sheet

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Assets			
Current assets			
Cash and cash equivalents	5.1	3,568	3,778
Trade and other receivables	5.1	230	373
Other financial assets	5.1	7,593	6,506
Inventories	5.2	4	4
Prepayments	5.2	233	102
Non-current assets classified as held for sale	6.1	-	2,577
Other assets	5.2	410	5
Total current assets		12,038	13,345
Non-current assets			
Investments in associates, joint arrangements and subsidiaries	6.3	160	160
Property, infrastructure, plant and equipment	6.2	172,562	173,715
Total non-current assets		172,722	173,875
Total assets		184,760	187,220
Liabilities			
Current liabilities			
Trade and other payables	5.3	829	2,324
Trust funds and deposits	5.3	20	50
Unearned income/revenue	5.3	844	995
Provisions	5.5	935	933
Total current liabilities		2,628	4,302
Non-current liabilities			
Provisions	5.5	98	113
Total non-current liabilities		98	113
Total liabilities		2,726	4,415
Net assets		182,034	182,805
Equity			
Accumulated surplus		99,424	101,380
Reserves	9.1	82,610	81,425
Total Equity		182,034	182,805

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Changes in Equity

For the Year Ended 30 June 2023

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2023					
Balance at beginning of the financial year		182,806	101,380	76,675	4,751
Surplus/(deficit) for the year		1,625	1,625	-	-
Net asset revaluation increment/(decrement)	6.2	(2,397)	-	(2,397)	-
Transfers to other reserves	9.1	-	(4,520)	-	4,520
Transfers from other reserves	9.1	-	939	-	(939)
		182,034	99,424	74,278	8,332
Balance at end of the financial year		182,034	99,424	74,278	8,332

	Note	Total \$'000	Accumulated Surplus \$'000	Revaluation Reserve \$'000	Other Reserves \$'000
2022					
Balance at beginning of the financial year		141,275	93,113	43,498	4,664
Surplus/(deficit) for the year		8,354	8,354	-	-
Net asset revaluation increment/(decrement)	6.2	33,177	-	33,177	-
Transfers to other reserves	9.1	-	(2,376)	-	2,376
Transfers from other reserves	9.1	-	2,289	-	(2,289)
		182,806	101,380	76,675	4,751
Balance at end of the financial year		182,806	101,380	76,675	4,751

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Cash Flows

For the Year Ended 30 June 2023

	Note	2023 Inflows/ (Outflows) \$'000	2022 Inflows/ (Outflows) \$'000
Cash flows from operating activities			
Rates and charges		8,203	7,962
Statutory fees and fines		201	204
User fees		2,035	2,017
Grants - operating		1,457	2,087
Grants - capital		1,686	6,690
Interest received		132	18
Trust funds and deposits taken		12	5
Other receipts		263	374
Net GST refund (Payment)		109	(65)
Employee costs		(4,883)	(4,415)
Materials and services		(5,786)	(5,334)
Short-term, low value and variable lease payments		(13)	(12)
Trust funds and deposits repaid		(43)	(2)
Other payments		(473)	(559)
Net cash provided by/(used in) operating activities		2,900	8,970
Cash flows from investing activities			
Payments for property, infrastructure, plant and equipment	6.2	(5,527)	(7,369)
Proceeds from sale of property, infrastructure, plant and equipment		3,504	66
Payments for investments		(12,240)	(1,752)
Proceeds from sale of investments		11,152	2,321
Net cash provided by/(used in) investing activities		(3,110)	(6,734)
Cash flows from financing activities			
Net cash provided by/(used in) financing activities		-	-
Net increase (decrease) in cash and cash equivalents		(210)	2,236
Cash and cash equivalents at the beginning of the financial year		3,778	1,542
Cash and cash equivalents at the end of the financial year		3,568	3,778
Financing arrangements	5.6		

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Statement of Capital Works

For the Year Ended 30 June 2023

	Note	2023 \$'000	2022 \$'000
Property			
Land improvements		-	23
Total land		-	23
Buildings		1,117	4,699
Total buildings		1,117	4,699
Total property		1,117	4,722
Plant and equipment			
Plant, machinery and equipment		50	4
Fixtures, fittings and furniture		1	2
Computers and telecommunications		312	138
Total plant and equipment		363	144
Infrastructure			
Roads		190	341
Footpaths and cycleways		49	100
Drainage		107	127
Recreational, leisure and community facilities		495	458
Parks, open space and streetscapes		679	227
Off street car parks		122	386
Other infrastructure		884	2,337
Total infrastructure		2,526	3,976
Total capital works expenditure		4,006	8,842
Represented by:			
New asset expenditure		1,583	1,682
Asset renewal expenditure		1,059	1,652
Asset upgrade expenditure		1,364	5,508
Total capital works expenditure		4,006	8,842

The above comprehensive income statement should be read in conjunction with the accompanying notes.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 1 Overview

Introduction

The Borough of Queenscliffe was established by an Order of the Governor in Council on 12th May 1863 and is a body corporate. The Council's main office is located at 50 Learmonth Street, Queenscliff, VIC, 3225.

Statement of compliance

These financial statements are a general purpose financial report that consists of a Comprehensive Income Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flows, Statement of Capital Works and Notes accompanying these financial statements. The general purpose financial report complies with the Australian Accounting Standards (AAS), other authoritative pronouncements of the Australian Accounting Standards Board, the *Local Government Act 2020*, and the *Local Government (Planning and Reporting) Regulations 2020*.

The Council is a not-for-profit entity and therefore applies the additional AUS paragraphs applicable to a not-for-profit entity under the Australian Accounting Standards.

Significant accounting policies

a. Basis of accounting

Accounting policies are selected and applied in a manner which ensures that the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported. Accounting policies applied are disclosed in sections where the related balance or financial statement matter is disclosed.

The accrual basis of accounting has been used in the preparation of these financial statements, except for the cash flow information, whereby assets, liabilities, equity, income and expenses are recognised in the reporting period to which they relate, regardless of when cash is received or paid.

The financial statements are based on the historical cost convention unless a different measurement basis is specifically disclosed in the notes to the financial statements.

The financial statements have been prepared on a going concern basis. The financial statements are in Australian dollars. The amounts presented in the financial statements have been rounded to the nearest thousand dollars unless otherwise specified. Minor discrepancies in tables between totals and the sum of components and between the figures in the financial statements and corresponding figures in the notes to the financial statements, are due to rounding.

Judgements, estimates and assumptions are required to be made about the carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated judgements are based on professional judgement derived from historical experience and various other factors that are believed to be reasonable under the circumstances. Actual results may differ from these estimates.

Revisions to accounting estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision. Judgements and assumptions made by management in the application of AAS's that have significant effects on the financial statements and estimates relate to:

- the fair value of land, buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of depreciation for buildings, infrastructure, plant and equipment (refer to Note 6.2)
- the determination of employee provisions (refer to Note 5.5)
- the determination of landfill provisions (refer to Note 5.5)
- the determination of whether performance obligations are sufficiently specific so as to determine whether an arrangement is within the scope of AASB 15 Revenue from Contracts with Customers or AASB 1058 Income of Not-for-Profit Entities (refer to Note 3)
- the determination, in accordance with AASB 16 Leases, of the lease term, the estimation of the discount rate when not implicit in the lease and whether an arrangement is in substance short-term or low value (refer to Note 5.8)
- whether or not AASB 1059 Service Concession Arrangements: Grantors is applicable
- other areas requiring judgements

Unless otherwise stated, all accounting policies are consistent with those applied in the prior year. Where appropriate, comparative figures have been amended to accord with current presentation, and disclosure has been made of any material changes to comparatives.

Goods and Services Tax (GST)

Income and expenses are recognised net of the amount of associated GST. Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the balance sheet.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results

2.1 Performance against budget

The performance against budget notes compare Council’s financial plan, expressed through its annual budget, with actual performance. The Local Government (Planning and Reporting) Regulations 2020 requires explanation of any material variances. Council has adopted a materiality threshold of the lower of 10 percent or a dollar variance +/- \$100,000 where further explanation is warranted. Explanations have not been provided for variations below the materiality threshold unless the variance is considered to be material because of its nature.

These notes are prepared to meet the requirements of the *Local Government Act 2020* and the Local Government (Planning and Reporting) Regulations 2020.

2.1.1 Income / Revenue and expenditure

	Budget 2023	Actual 2023	Variance	Variance	
	\$'000	\$'000	\$'000	%	Ref
Income / Revenue					
Rates and charges	8,134	8,150	16	0%	
Statutory fees and fines	134	201	67	50%	1
User fees	1,910	2,042	132	7%	2
Grants - operating	649	1,370	721	111%	3
Grants - capital	1,583	2,232	649	41%	4
Contributions - monetary	35	-	(35)	-100%	5
Net gain on disposal of property, infrastructure, plant and equipment	-	109	109	100%	6
Other income	261	492	231	89%	7
Total income / revenue	12,705	14,596	1,891	15%	
Expenses					
Employee costs	(4,978)	(4,916)	(63)	1%	
Materials and services	(5,780)	(5,648)	(131)	2%	8
Depreciation	(1,456)	(1,244)	(212)	15%	9
Bad and doubtful debts - allowance for impairment losses	(3)	(0)	(3)	97%	
Other expenses	(357)	(1,163)	806	-226%	10
Total expenses	(12,574)	(12,971)	397	-3%	
Surplus/(deficit) for the year	132	1,625	(1,494)	-1134%	

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

(i) Explanation of material variations

- The increase of \$67,000 is mainly due to the increase in town planning fees resulting from the significant increase in town planning applications, as well as an increase in parking fines.
- The increase of \$132,000 is mainly due to the increase in income from Council managed Caravan Parks.
- The increase of \$721,000 in operating grants is mainly due to:
 - \$442,000 Financial Assistance Grant received in advance, Victorian Grants Commission;
 - \$122,000 funding to assist Council with the loss of boat ramp permit income (the agreement was not confirmed at the time of finalising the 2022-23 budget), Better Boating Victoria;
 - \$56,000 shift in the timing of grant income accrued/received for Point Lonsdale Seawall repair work, Department of Environment, Land, Water and Planning;
 - \$49,000 funding for the Record Digitisation project, Department of Treasury and Finance; and
 - \$48,000 shift in the timing of grant income accrued/received for the Business Concierge Hospitality Support Program, Department of Jobs, Precincts and Regions.
- The net increase of \$649,000 is mainly due to:
 - \$1,018,000 shift in the timing of grant income accrued/received for the Queenscliffe Boat Ramp upgrade work;
 - \$285,000 new grant funding for the ICT Transformation Project, Rural Councils Transformation Program (RCTP), Local Government Victoria;
 - \$77,000 shift in the timing of the Electrical Charging Station Installation project, Department of Environment, Land, Water and Planning; and
 - (\$783,000) shift in the timing of grant income accrued/received for the Queenscliffe Cultural Hub project.
- The reduction of \$35,000 is due to the removal of the contribution from a community organisation budgeted for Queenscliffe Cultural Hub project.
- The variance consists of the accounting profit of \$716,000 from the sale of land owned by the Council (Murray Road land sale), net of the accounting loss associated with demolition of the building assets to pave the way for a new amenity block at the Queenscliffe Tourist Park.
- The increase is mainly due to the increase in income from interest from cash investments, by \$188,000 and the increase in notional income of contribution from volunteers by \$36,000.
- The net reduction of \$131,000 is mainly due to:
 - \$150,000 net movement in cost associated with non-recurring operating projects (rates funded) mainly due to the shift in the timing of the projects;
 - \$92,000 savings in costs associated with consultants/contractors;
 - \$78,000 net savings in expenses associated with kerbside waste transition project;
 - \$44,000 savings in utility expenses;
 - (\$73,000) cost associated with work carried over from the previous financial year in relation to the Point Lonsdale Seawall repair project (grant funded);
 - (\$60,000) increase in vegetation and tree inspection expenses;
 - (\$49,000) cost associated with record digitisation project (new 100% grant funded project, not included in the budget); and
 - (\$30,000) increase in drainage maintenance expenses.
- The reduction in the depreciation expenses is mainly due to the shift in the timing of the capitalisation of new assets during the financial year and the reduction of depreciation expenses of the Council's existing building assets resulting from the revaluation of building assets by a professional independent valuer (impact of the building valuation was not factored into 2022-23 budget).
- The increase is mainly due to the reclassification (capital to operating) of expenditure incurred on capital projects due to not meeting capitalisation criteria in line with the requirements of accounting standards. The majority of these projects were grant-funded multi-year projects completed in the current financial year.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

2.1.2 Capital works

	Budget 2023 \$'000	Actual 2023 \$'000	Variance \$'000	Variance %	Ref
Property					
Buildings	1,947	1,117	(830)	-43%	1
Total buildings	1,947	1,117	(830)	-43%	
Total property	1,947	1,117	(830)	-43%	
Plant and equipment					
Plant, machinery and equipment	126	50	(76)	-61%	2
Fixtures, fittings and furniture	5	1	(4)	-71%	
Computers and telecommunications	324	312	(12)	-4%	
Total plant and equipment	455	363	(92)	-20%	
Infrastructure					
Roads	133	190	57	43%	3
Footpaths and cycleways	20	49	29	143%	
Drainage	115	107	(8)	-7%	
Recreational, leisure and community facilities	496	495	(1)	0%	
Parks, open space and streetscapes	417	679	262	63%	
Off street car parks	-	122	122	100%	4
Other infrastructure	10	885	875	8750%	5
Total infrastructure	1,190	2,526	1,336	112%	
Total capital works expenditure	3,592	4,006	414	12%	
Represented by:					
New asset expenditure	1,116	1,583	468	42%	
Asset renewal expenditure	1,036	1,059	23	2%	
Asset upgrade expenditure	1,440	1,364	(77)	-5%	
Total capital works expenditure	3,592	4,006	414	12%	

(i) Explanation of material variations

Variance Ref	Item	Explanation
1	Buildings	The net reduction of \$830,000 is mainly due to: <ul style="list-style-type: none">\$426,000 shift in the timing of Queenscliffe Cultural Hub project, more work completed before the end of the pervious financial year;\$250,000 the project to build a new toilet in Hesse Street is on hold; and\$100,000 shift in the timing of building assets renewal projects (Princess Park Kiosk toilet building and Weeroona Parade toilet building).
2	Plant, machinery and equipment	The decrease is due to the shift in the timing of replacing of motor vehicle, including extending some vehicles out by a further year before they are replaced.
3	Parks, open space and streetscapes	This due to the shift in the timing of the upgrade work at the Point Lonsdale reserve. This is a classification error as the work completed mainly related to upgrade of building assets. The upgrade work is now complete and the capital expenditure incurred has correctly been capitalised under the building assets.
4	Off street car parks	Additional car park upgrade work carried out as a part of the Queenscliffe boat ramp upgrade project.
5	Other infrastructure	Due to the shift in the timing of Queenscliffe Boat Ramp Upgrade Project. Less work completed by the end of the previous financial year contrasted to the estimates at the time of finalising the 2022-23 budget.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

2.2 Analysis of Council results by program

Council delivers its functions and activities through the following programs.

2.2.1 Portfolio 1: Health and wellbeing: To support community wellbeing and encourage an active lifestyle.

Aged Services

The Aged Services program provides care and assistance to older residents and carers requiring respite so that residents can live independently and remain safe in their homes. The program is focused on maximising the wellbeing, safety and health of frail older people and carers requiring respite. Through the Commonwealth Home Support Programme, support and maintenance services are provided to people living at home, whose capacity for independent living is at risk, or who are at risk of premature or inappropriate admission to long term residential care.

Recreation, Arts, Culture and Community

The Recreation, Arts, Culture and Community program promotes community wellbeing by supporting people and communities to be involved and active in sport, recreation, arts, culture and other community and civic activities. The program area is responsible for building the capacity of local clubs and community organisations and assisting these organisations to develop and implement projects that support social inclusion, access and equity within the Borough.

Community Events

The Community Events program promotes community wellbeing, celebrates the significance of the Borough and stimulates the local economy through conducting events directly or facilitating, supporting and administering a range of recreation, arts and cultural events planned and implemented by community organisations or commercial businesses. Council also plays a key role in promoting and acknowledging the significant roles played by volunteers in local organisations.

Maternal and Child Health

The Maternal and Child Health program (MCH) plays a key role in supporting and monitoring the health and wellbeing of local families and children from birth to school age. MCH is a primary health service which provides a comprehensive and focused approach for the promotion, prevention, early detection, and intervention of the physical, emotional or social factors affecting young children and their families. Council currently contracts the City of Greater Geelong to provide the Maternal and Child Health services in the Borough.

Kindergarten

The Kindergarten program is an important part of the Borough’s early years services. Kindergarten assists in supporting the wellbeing of pre-school children and providing a safe learning environment to enable children to gain early life skills and knowledge and assist their smooth transition to primary school. Whilst the Queenscliff Kindergarten is operated as a not for profit organisation, Council manages the Kindergarten building, facilitates access to external grants and supports the Kindergarten Committee of Management as needs arise.

Environmental Health

The Environmental Health program monitors and maintains a safe environment for public health and wellbeing. This program is designed to meet Council's statutory obligations regarding public health notably under the *Food Act 1984* and *Public Health and Wellbeing Act 2008*. Mandatory assessments of food safety, accommodation and beauty treatment premises are completed in accordance with the regulations and risk management frameworks. Tobacco control activities reduce the prevalence of smoking in the community. Nuisance complaint investigations remedy public health and amenity concerns and infectious disease investigations control and reduce the likelihood of notifiable disease. The Environmental Health program area also facilitates mosquito control activity.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

2.2.1 Portfolio 1: Health and wellbeing: To support community wellbeing and encourage an active lifestyle. (continued)

Local Laws, Safety and Amenity

The Local Laws, Safety and Amenity program promotes community wellbeing and safety in various settings and through monitoring public behaviour consistent with Council’s Local Laws. This is achieved through management of school crossings, the provision of animal management services including animal registration and a dog and cat collection service, enforcement of local laws, issuing of local law permits, management of the boat ramp and enforcement of parking restrictions. This service is also the first Council respondent to out-of-hours emergencies.

Library

The Library program promotes community wellbeing by encouraging active participation and life-long learning opportunities in a safe, inclusive setting. Libraries can be restorative places and often a safe haven for people outside their own home. The public library service is provided in Queenscliff in a Council-owned building, and is operated by the Geelong Regional Library Corporation under a deed of agreement with Council. Council is one of four municipalities that make up the membership of the Corporation.

Portfolio 2: Environment: To protect our environment and address climate change issues.

Environmental Sustainability

The Environmental Sustainability program sees the Borough playing its part in protecting the natural environment for future generations. This includes Council measuring, monitoring and reducing its carbon emissions as well as assisting the local community to implement various initiatives designed to reduce greenhouse gases through the Community Environment Alliance. Council plays a key role in responding to the challenges of climate change and sea level rise and where possible working with various federal, state, regional and local organisations to inform and educate the community about practices that support environmental sustainability.

Coastal Protection

The Coastal Protection program seeks to preserve and enhance the Borough’s globally significant, highly-valued coast as an iconic environmental asset for current and future generations. Under this program, Council implements State Government coastal management policy, manages environmental projects and works with state, regional and local services to enhance its management of coastal Crown Land. The program involves weed reduction initiatives and annual planting of trees, shrubs and grasses.

Waste Management and Recycling

The Waste Management and Recycling program seeks to involve the local community in protecting the environment for future generations by minimising waste. Council works with local and regional organisations, including neighbouring councils and Sustainability Victoria to increase community awareness and promote behaviours that reduce waste and promote recycling. The program includes a recycling service, Food Organic and Garden Organic (FOGO) service, household rubbish service and hard rubbish collection service for all residential and tourist accommodation properties. A range of public waste services are also provided given the comparatively high level of tourist visitation. It is important to note that full cost recovery of waste management, including recycling, is achieved via application of waste charges to ratepayers in accordance with Council’s Rating and Revenue Plan.

Portfolio 3: Local economy: To support a prosperous and diverse local economy.

Tourist Parks

The Tourist Parks program ensures the Borough remains a special place for visitors while increasing tourism’s contribution to the local economy. The program includes management of three tourist parks. It currently provides approximately 350 camping/caravanning sites and associated facilities, including maintenance of seven amenities blocks. While contributing significantly to the local economy, this program generates a net income result which is used to fund improvements to and maintenance of community facilities, foreshore infrastructure and coastal protection activities on Crown land.

Notes to the Financial Report

For the Year Ended 30 June 2023

Portfolio 3: Local economy: To support a prosperous and diverse local economy. (continued)

Visitor Information Centre

The Visitor Information Centre program promotes the Borough as a special place for visitors, and supports local tourism and related businesses through the dissemination of tourism information that plays a key role in supporting a diverse and vibrant local economy. This program manages a year round State accredited tourist information service, with paid staff and volunteers offering information and advice about the visitor experiences on offer across the Borough and through other parts of Victoria.

Tourism & Economic Development

The Tourism and Economic Development program seeks to build on the Borough’s unique heritage, rich culture and significant natural environment to strengthen the diversity and vibrancy of the local economy. The program is integrated with the activities of state and regional tourism organisations. Marketing and promoting the Borough and its attractions is key to increasing the number of day trippers and overnight visitors. The program’s focus is informed by the Council’s Economic Development Strategy and includes supporting local businesses and working with neighbouring municipalities, Tourism Greater Geelong & the Bellarine, G21 and the state government to implement regional economic development and related infrastructure priorities.

Portfolio 4: Heritage, planning and infrastructure: To protect our distinctive coastal, cultural and built environment, and provide sustainable, suitable infrastructure.

Design and Project Management

The Design and Project Management program seeks to achieve excellence of design and delivery of projects which enhance the Borough as a special place. Specifically, the program manages project design, tendering and contract management activities as well as the implementation and supervision of Council’s annual capital works program. It also manages issues associated with private development activities such as building over easements, legal point of discharge, vehicle point of access and unit development infrastructure.

Land Use Planning

The Land Use Planning program ensures that the Borough conserves its unique heritage, that the built environment is enhanced by design excellence, and that local amenity is protected against inappropriate land use and development. The program implements Council’s Planning Scheme and prepares major policy documents including the Municipal Strategic Statement. It maintains and processes amendments to the Queenscliffe Planning Scheme and carries out research on demographic, economic and social issues affecting Council. The program administers Council’s statutory planning responsibilities, including the various processes associated with the assessment of planning permit applications and defence of Council decisions at the Victorian Civil and Administrative Tribunal.

Heritage Conservation Advice

The Heritage Conservation Advice program aims to retain the unique heritage and rich culture captured in the Borough’s built form. It adds value to the Land Use Planning program by providing an external heritage expert to advise development applicants on how to respect and achieve compliance with heritage objectives, and to inform Council’s assessment of planning permit applications in relation to heritage conservation.

Building Control

The Building Control program ensures that building construction and maintenance is such that the community remains safe. It provides statutory building services including processing of siting variation consent, emergency management responsibilities, building inspections, building safety audits, and investigation of complaints and illegal works.

Asset Management and Appearance of Public Places

The Asset Management and Appearance of Public Places program ensures the safety, functionality and aesthetics of public places and infrastructure. This program promotes community wellbeing and encourages people to be active in public settings. The program ensures safe and efficient active transport settings, including the development of a network of connected walking and cycling routes, facilitates safe access to and use of community facilities, parks and gardens, sports ovals and local amenities. Responsibilities extend to include maintenance of local roads, kerb and channel, footpaths, shared use trails, drainage and street cleanliness. Council implements an asset renewal and maintenance program for infrastructure including roads, paths, drainage and all Council-owned and managed community buildings. It is also responsible for the maintenance, cleaning and renewal of 14 public toilets.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

Portfolio 4: Heritage, planning and infrastructure: To protect our distinctive coastal, cultural and built environment, and provide sustainable, suitable infrastructure. (continued)

Street Lighting

The Street Lighting program assists in the provision of a safe environment for motorists, pedestrians and cyclists. It involves the operation, maintenance, renewal and energy costs associated with the Borough's street lights. Importantly, Council has upgraded the streetlight infrastructure to achieve a high level of energy efficiency.

Powerline Safety

The Powerline Safety program assists in the provision of a safe environment and protection of the Borough's significant public and private assets and vegetation from fire by maintaining clear zones around powerlines to standards as set by legislation.

Portfolio 5: Governance and finance: To provide a financially viable Council that is accountable, transparent and practices good governance.

Council Governance

The Council's Governance program supports the Mayor and Councillors to maintain a cohesive Council and a well-governed municipal Council. The program is structured to meet all legislative requirements associated with the *Local Government Act 2020* and any other applicable Act. It supports Council's compliance with the Councillor Code of Conduct and its key relationships and memberships with organisations such as the MAV and G21. Council's participation in the annual Local Government Community Satisfaction Survey also forms part of this program.

Organisational Performance and Compliance

The Organisational Performance and Compliance program supports the Chief Executive Officer and Executive Management Team to maintain a cohesive, well-managed and highly performing organisation. This includes supporting organisation development and statutory compliance, and seeking to ensure that the behaviour of all staff complies with the Staff Code of Conduct. Key outputs of the program are the preparation and/or review of the Council Plan, Strategic Resource Plan and long term budget, Annual Implementation Plan and Council's Annual Budget.

Community Engagement and Customer Service

The Community Engagement and Customer Service program aims to facilitate community involvement in decision-making, and to deliver high quality customer service. It includes practical and strategic advice regarding Council's internal and external communications and issues management, and supports first point of contact to customers at the Council office. The program provides records management services in accordance with Council policy and procedures, administers the requirements of the privacy and freedom of information legislation, coordinates Council and Committee meetings, and provides other associated administrative support.

Financial and Risk Management

The Financial and Risk Management program seeks to ensure the ongoing independence and financial sustainability of the Borough of Queenscliffe. Council ensures sound financial management, and cohesiveness and performance of the organisation's operations, through the maintenance of appropriate systems. The service provides long term financial planning, robust internal risk management, adherence to guidelines on prudent management of debt, cash and asset renewal, and reviews its assets to improve the return on Council's investments. The service predominantly includes management of Council's finances, the raising and collection of revenue, payment of salaries and wages to Council employees, procurement and contracting of services, management and maintenance of robust computer systems, fleet management, insurance and risk management systems. The program also includes the revaluation of properties for rating purposes, processing of supplementary rates and the administration of the State Government's Fire Services Property Levy. The depreciation expense for all Council assets is also included as part of this program.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2023					
Health and wellbeing					
Aged Services	547	769	(222)	403	-
Recreation, Arts, Culture and Community	6	162	(155)	6	31,372
Community Events	7	237	(230)	7	-
Maternal and Child Health	69	80	(11)	69	-
Kindergarten	-	4	(4)	-	860
Environmental Health	38	104	(66)	6	-
Local Laws, Safety and Amenity	99	305	(206)	37	16
Library	-	245	(245)	-	1
Sub total	767	1,904	(1,138)	528	32,250
Environment					
Environmental Sustainability	14	210	(196)	14	-
Coastal Protection	356	389	(33)	193	286
Waste management and Recycling	1,220	1,307	(86)	27	56
Sub total	1,591	1,906	(316)	234	342
Local Economy					
Tourist Parks	1,807	745	1,062	-	19,792
Visitor Information Centre	121	348	(227)	-	2
Tourism & Economic Development	48	233	(185)	48	2,014
Sub total	1,975	1,325	650	48	21,808
Heritage, Planning and Infrastructure					
Design and Project Management	-	204	(204)	-	-
Land Use Planning	133	585	(452)	-	-
Heritage Conservation Advice	-	7	(7)	-	-
Building Control	29	35	(6)	-	-
Asset Management and Appearance of Public Places	104	1,550	(1,446)	91	73,782
Street Lighting	-	27	(27)	-	-
Powerline Safety	-	107	(107)	-	-
Sub total	266	2,515	(2,249)	91	73,782
Governance and Finance					
Council Governance	-	263	(263)	-	660
Organisational Performance and Compliance	385	1,162	(777)	377	244
Community Engagement and Customer Service	49	519	(470)	49	-
Financial and Risk Management	7,332	2,602	4,730	42	-
Sub total	7,766	4,546	3,220	469	904
Total - Strategic Objectives	12,364	12,197	167	1,370	129,086
Other Non-attributable					
Expenditure not meeting capitalisation criteria / threshold	-	773	(773)	-	-
Capital Grants and Contributions	2,232	-	2,232	2,232	-
Land Under Roads	-	-	-	-	23,060
Other Property & Buildings	-	-	-	-	32,614
	14,596	12,970	1,625	3,602	184,760

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 2 Analysis of our results (continued)

2.2.2 Summary of income / revenue, expenses, assets and capital expenses by program

	Income / Revenue	Expenses	Surplus/ (Deficit)	Grants included in income / revenue	Total assets
	\$'000	\$'000	\$'000	\$'000	\$'000
2022					
Health and wellbeing					
Aged Services	559	649	(90)	425	-
Recreation, Arts, Culture and Community	3	143	(140)	3	31,849
Community Events	16	216	(200)	16	-
Maternal and Child Health	66	78	(12)	66	-
Kindergarten	-	7	(6)	-	873
Environmental Health	25	86	(62)	8	-
Local Laws, Safety and Amenity	82	329	(247)	31	17
Library	-	239	(239)	-	1
Sub total	751	1,747	(997)	549	32,740
Environment					
Environmental Sustainability	4	193	(189)	4	-
Coastal Protection	367	391	(24)	268	290
Waste management and Recycling	1,195	1,207	(13)	33	57
Sub total	1,566	1,791	(226)	305	347
Local Economy					
Tourist Parks	1,819	852	967	-	20,093
Visitor Information Centre	65	279	(214)	-	2
Tourism & Economic Development	273	341	(68)	272	2,045
Sub total	2,157	1,472	685	272	22,140
Heritage, Planning and Infrastructure					
Design and Project Management	-	282	(282)	-	-
Land Use Planning	141	317	(176)	-	-
Heritage Conservation Advice	-	12	(12)	-	-
Building Control	34	33	1	-	-
Asset Management and Appearance of Public Places	144	1,545	(1,401)	92	74,904
Street Lighting	-	28	(28)	-	-
Powerline Safety	-	3	(3)	-	-
Sub total	319	2,220	(1,901)	92	74,904
Governance and Finance					
Council Governance	-	213	(213)	-	670
Organisational Performance and Compliance	881	1,071	(190)	876	248
Community Engagement and Customer Service	-	550	(550)	-	-
Financial and Risk Management	6,895	2,590	4,305	42	-
Sub total	7,776	4,423	3,353	918	918
Total - Strategic Objectives	12,568	11,654	914	2,136	131,049
Other Non-attributable					
Expenditure not meeting capitalisation criteria / threshold	-	213	(213)	-	-
Capital Grants and Contributions	7,652	-	7,652	7,652	-
Land Under Roads	-	-	-	-	23,060
Other Property & Buildings	-	-	-	-	33,110
	20,220	11,866	8,354	9,788	187,220

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services

3.1 Rates and charges

Council uses Capital Improved Value (CIV) as the basis of valuation of all properties within the municipal district. The CIV of a property is the value of the land and all its improvements.

The valuation base used to calculate general rates for 2022/23 was \$4,545 million (2021/22 \$3,359 million).

	2023 \$'000	2022 \$'000
General rates		
Residential	5,778	5,579
Residential vacant land	142	147
Tourist accommodation	743	727
Commercial	259	320
Total general rates	6,921	6,773
Waste management charges		
Standard kerbside waste	852	826
Public waste	324	315
Additional bins	17	20
Total waste management charges	1,193	1,162
Other rates and charges		
Interest on rates and charges	12	6
Cultural and recreational charges - in lieu of rates	3	4
Supplementary rates and charges	25	16
Less: rebate for properties of environmental interest	(4)	(4)
Total other rates and charges	36	22
Total rates and charges	8,150	7,957
The date of the latest general revaluation of land for rating purposes within the municipal district was 01/01/2023, and the valuation will be first applied in the rating year commencing 01/07/2023.		
Annual rates and charges are recognised as revenues when Council issues annual rates notices. Supplementary rates are recognised when a valuation and reassessment is completed and a supplementary rates notice issued.		
3.2 Statutory fees and fines		
Town planning fees	162	175
Infringements and costs	16	9
Permits	19	14
Land information certificates	4	6
Total statutory fees and fines	201	204

Statutory fees and fines (including parking fees and fines) are recognised as revenue when the service has been provided, the payment is received, or when the penalty has been applied, whichever first occurs.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

	2023 \$'000	2022 \$'000
3.3 User fees		
Tourist Park fees	1,807	1,819
Aged Services	143	133
Registration and other permits	60	45
Tourism	13	8
Other fees and charges (<\$10,000 each)	18	15
Total user fees	2,042	2,020

User fees by timing of revenue recognition

User fees recognised over time	1,981	1,975
User fees recognised at a point in time	60	45
Total user fees	2,042	2,020

User fees are recognised as revenue at a point in time, or over time, when (or as) the performance obligation is satisfied. Recognition is based on the underlying contractual terms.

3.4 Funding from other levels of government

Grants were received in respect of the following :

Summary of grants		
Commonwealth funded grants	962	2,712
State funded grants	2,635	7,068
Other grants	6	8
Total grants received	3,602	9,788

(a) Operating Grants

Recurrent - Commonwealth Government

Aged Services	313	359
Financial Assistance Grants	469	956

Recurrent - State Government

Maternal and Child Health	69	66
Service System Resourcing	60	67
Fire Services Property Levy administration	42	42
School crossing supervision	37	31
Beach cleaning	13	14
Better Boating Program	122	-
Other (<\$10,000 each)	13	4

Recurrent - Other

Tobacco Activity Program	6	7
Total recurrent operating grants	1,145	1,546

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

	2023 \$'000	2022 \$'000
Non-recurrent - Commonwealth Government		
Victoria Park - Tree Management	15	-
Non-recurrent - State Government		
Tourism and economic development	48	287
Waste management and recycling	13	19
Coastal protection	56	268
Community development	30	-
Pedestrian Safety	-	11
Environmental Sustainability	14	4
Record Digitisation	49	-
Non-recurrent - Other		
Other (<\$10,000 each)	-	1
Total non-recurrent operating grants	225	590
Total operating grants	1,370	2,136

(b) Capital Grants

Non-recurrent - Commonwealth Government

Roads	19	386
Queenscliffe Cultural Hub	145	1,012

Non-recurrent - State Government

Buildings	-	2,903
Parks, open space and streetscapes	679	36
Footpaths & Cycleways	8	43
Computers & Telecommunications	285	5
Boat Ramp upgrade	1,018	3,267
Other Infrastructure	77	-

Total non-recurrent capital grants

Total capital grants	2,232	7,652
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(c) Recognition of grant income

Before recognising funding from government grants as revenue, the Council assesses whether there is a contract that is enforceable and has sufficiently specific performance obligations in accordance with *AASB 15 Revenue from Contracts with Customers*. When both these conditions are satisfied, the Council:

- identifies each performance obligation relating to revenue under the contract/agreement
- determines the transaction price
- recognises a contract liability for its obligations under the agreement
- recognises revenue as it satisfies its performance obligations, at the time or over time when services are rendered.
- Where the contract is not enforceable and/or does not have sufficiently specific performance obligations, the Council applies *AASB 1058 Income of Not-for-Profit Entities*.

Grant revenue with sufficiently specific performance obligations is recognised over time as the performance obligations specified in the underlying agreement are met. Where performance obligations are not sufficiently specific, grants are recognised on the earlier of receipt or when an unconditional right to receipt has been established. Grants relating to capital projects are generally recognised progressively as the capital project is completed. The following table provides a summary of the accounting framework under which grants are recognised.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 3. Funding for the delivery of our services (continued)

<i>Income recognised under AASB 1058 Income of Not-for-Profit Entities</i>	2023 \$'000	2022 \$'000
General purpose	499	995
Other specific purpose grants	694	970
Revenue recognised under AASB 15 Revenue from Contracts with Customers		
Specific purpose grants	2,409	7,823
	3,602	9,788
(d) Unspent grants received on condition that they be spent in a specific manner		
Operating		
Balance at start of year	104	153
Received during the financial year and remained unspent at balance date	204	-
Received in prior years and spent during the financial year	(104)	(49)
Balance at year end	204	104
Capital		
Balance at start of year	638	1,847
Received during the financial year and remained unspent at balance date	397	274
Received in prior years and spent during the financial year	(638)	(1,483)
Balance at year end	397	638

Unspent grants are determined and disclosed on a cash basis.

3.5 Net gain/(loss) on disposal of property, infrastructure, plant and equipment

Proceeds of sale	3,504	66
Written down value of assets disposed	(3,394)	(196)
Total net gain/(loss) on disposal of property, infrastructure, plant and equipment	109	(130)

The above values include a sale of land which was classified as “Non-current assets classified as held for sale” at 30 June 2022.

The profit or loss on sale of an asset is determined when control of the asset has passed to the buyer.

3.6 Other income

Interest	218	19
Other rent - lease of Crown Land properties	126	104
Other rent - lease of Council properties	37	28
Reimbursements	1	42
Contribution from volunteers	108	58
Other	2	1
Total other income	492	251

Interest is recognised as it is earned.

Other income is measured at the fair value of the consideration received or receivable and is recognised when Council gains control over the right to receive the income.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 4. The cost of delivering services

4.1 (a) Employee costs	2023 \$'000	2022 \$'000
Wages and salaries	4,322	3,774
Superannuation	435	369
Overtime	77	52
WorkCover	63	61
Fringe benefits tax	19	43
Total employee costs	4,916	4,299

(b) Superannuation

Council made contributions to the following funds:

Defined benefit fund		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	5	5
	5	5
Employer contributions payable at reporting date.	-	-
Accumulation funds		
Employer contributions to Local Authorities Superannuation Fund (Vision Super)	227	231
Employer contributions - other funds	205	147
	432	378
Employer contributions payable at reporting date.	-	-

Contributions made exclude amounts accrued at balance date. Refer to note 9.3 for further information relating to Council's superannuation obligations.

4.2 Materials and services	2023 \$'000	2022 \$'000
Roads, parks and reserves maintenance	683	697
Cleaning of council buildings, amenities and BBQ's	176	198
Maternal and Child Health	80	78
Drainage maintenance	67	63
Home and community care home maintenance	35	33
Valuation services	3	17
General service delivery	970	653
Waste management	1,307	1,207
Non-recurrent operating projects (rates funded)	226	136
Labour contracts (I.T, building surveyor, heritage advisor and specialist backfill)	192	336
Foreshore and open space maintenance	412	430
Buildings, works, plant and equipment maintenance	303	301
Utilities	235	238
Contribution to Geelong Regional Library Corporation	226	221
Insurance	293	280
Information technology software and maintenance agreements	168	142
Local Government election costs	1	1
Non-recurrent operating projects (grant funded)	79	351
Office administration	40	36
Training and staff development	148	126
Aged care services	4	4
Total materials and services	5,648	5,548

Expenses are recognised as they are incurred and reported in the financial year to which they relate.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 4. The cost of delivering services (continued)

	2023 \$'000	2022 \$'000
4.3 Depreciation		
Property	289	403
Plant and equipment	136	122
Infrastructure	819	800
Total depreciation	1,244	1,325

Refer to note 5.2(c), 5.8 and 6.2 for a more detailed breakdown of depreciation and amortisation charges and accounting policy.

4.4 Bad and doubtful debts - allowance for impairment losses

Movement in allowance for impairment losses in respect of debtors		
Balance at the beginning of the year	2	2
New provisions recognised during the year	-	-
Balance at end of year	2	2

An allowance for impairment losses in respect of debtors is recognised based on an expected credit loss model. This model considers both historic and forward looking information in determining the level of impairment.

4.5 Other expenses

Councillors' allowances	181	166
Auditors' remuneration - VAGO - audit of the financial statements, performance statement and grant acquittals	44	45
Auditors' remuneration - Internal	8	12
Audit and risk committee sitting fees	6	7
Operating lease rentals	13	12
Peppercorn or concessional lease rentals	1	-
Others	28	46
Expenditure not meeting capitalisation criteria / threshold	773	213
Cost of volunteers	108	58
Total other expenses	1,163	559

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5. Our financial position

	2023 \$'000	2022 \$'000
5.1 Financial assets		
(a) Cash and cash equivalents		
Cash on hand	2	2
Cash at bank	2,530	2,775
Term deposits	1,036	1,001
Total cash and cash equivalents	3,568	3,778

(b) Other financial assets		
Current		
Term deposits - current	7,593	6,506
Total other financial assets	7,593	6,506
Total financial assets	11,161	10,284

Cash and cash equivalents include cash on hand, deposits at call, and other highly liquid investments with original maturities of three months or less, net of outstanding bank overdrafts.

Other financial assets are valued at fair value, at balance date. Term deposits are measured at original cost. Any unrealised gains and losses on holdings at balance date are recognised as either a revenue or expense.

Other financial assets include term deposits and those with original maturity dates of three to 12 months are classified as current, whilst term deposits with maturity dates greater than 12 months are classified as non-current.

(c) Trade and other receivables		
Current		
<i>Statutory receivables</i>		
Rates debtors	64	117
Pensioner rebate	20	21
Infringement debtors	5	5
Provision for doubtful debts - infringements	(2)	(2)
Net GST receivable	78	187
<i>Non statutory receivables</i>		
Other debtors	64	45
Total current trade and other receivables	230	373
Non-current		
Total non-current trade and other receivables	-	-
Total trade and other receivables	230	373

Short term receivables are carried at invoice amount. A provision for doubtful debts is recognised when there is objective evidence that an impairment has occurred. Long term receivables are carried at amortised cost using the effective interest rate method.

(d) Ageing of Receivables		
Current (not yet due)	35	13
<i>Past due by up to 30 days</i>	8	-
Past due between 31 and 180 days	14	15
Past due between 181 and 365 days	7	17
Total trade and other receivables	64	45

(e) Ageing of individually impaired Receivables
At balance date, other debtors representing financial assets with a nominal value of \$1,766 (2022: \$1,685) were impaired. The amount of the provision raised against these debtors was \$1,766 (2022: \$1,685). They individually have been impaired as a result of their doubtful collection. Many of the long outstanding past due amounts have been lodged with Council's debt collectors or are on payment arrangements.

The ageing of receivables that have been individually determined as impaired at reporting date was:

Current (not yet due)	-	-
Past due by more than 1 year	2	2
Total trade & other receivables	2	2

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

5.2 Non-financial assets	2023 \$'000	2022 \$'000
(a) Inventories		
Inventories held for distribution	4	4
Total inventories	4	4
Inventories held for distribution are measured at cost, adjusted when applicable for any loss of service potential. All other inventories, including land held for sale, are measured at the lower of cost and net realisable value. Where inventories are acquired for no cost or nominal consideration, they are measured at current replacement cost at the date of acquisition.		
(b) Other assets		
Prepayments	233	102
Accrued income	410	5
Total other assets	643	107
5.3 Payables, trust funds and deposits and unearned income/revenue		
(a) Trade and other payables		
Current		
Non-statutory payables		
Trade payables	-	33
Accrued wages	144	99
Accrued expenses	612	2,121
Statutory payables		
Net GST payable	73	71
Total current trade and other payables	829	2,324
(b) Trust funds and deposits		
Current		
Refundable deposits	11	8
Fire services levy	9	3
Retention amounts	-	39
Total current trust funds and deposits	20	50
(c) Unearned income/revenue		
Current		
Grants received in advance - operating	204	104
Grants received in advance - capital	397	638
Other	242	253
Total current unearned income/revenue	844	995

Unearned income/revenue represents contract liabilities and reflect consideration received in advance from customers mainly in respect of grant-capital and user fees. Unearned income/revenue are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 3.

Amounts received as deposits and retention amounts controlled by Council are recognised as trust funds until they are returned, transferred in accordance with the purpose of the receipt, or forfeited. Trust funds that are forfeited, resulting in council gaining control of the funds, are to be recognised as revenue at the time of forfeit.

Purpose and nature of items

Fire Service Levy - Council is the collection agent for fire services levy on behalf of the State Government. Council remits amounts received on a quarterly basis. Amounts disclosed here will be remitted to the state government in line with that process.

Retention Amounts - Council has a contractual right to retain certain amounts until a contractor has met certain requirements or a related warrant or defect period has elapsed. Subject to the satisfactory completion of the contractual obligations, or the elapsing of time, these amounts will be paid to the relevant contractor in line with Council's contractual obligations.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

5.4 Interest-bearing liabilities		
Council does not have any outstanding borrowings.		
5.5 Provisions	2023 \$'000	2022 \$'000
(a) Employee provisions		
2023		
Balance at beginning of the financial year	1,047	1,154
Additional provisions	120	352
Amounts used	(126)	(378)
Change in the discounted amount arising because of time and the effect of any change in the discount rate	(8)	(81)
Balance at the end of the financial year	1,033	1,047
<i>Provisions - current</i>	935	933
<i>Provisions - non-current</i>	98	113
(b) Employee provisions		
Current provisions expected to be wholly settled within 12 months		
Annual leave	263	67
Long service leave	65	68
Accrued days off	17	9
	345	144
Current provisions expected to be wholly settled after 12 months		
Annual leave	63	290
Long service leave	528	499
	591	789
Total current employee provisions	936	933
Non-current		
Long service leave	98	113
Total non-current employee provisions	98	113
Aggregate carrying amount of employee provisions:		
Current	935	933
Non-current	98	113
Total aggregate carrying amount of employee provisions	1,033	1,046

The calculation of employee costs and benefits includes all relevant on-costs and are calculated as follows at reporting date.

Annual leave

A liability for annual leave is recognised in the provision for employee benefits as a current liability because the Council does not have an unconditional right to defer settlement of the liability. Liabilities for annual leave are measured at:

- nominal value if the Council expects to wholly settle the liability within 12 months
- present value if the Council does not expect to wholly settle within 12 months.

Liabilities that are not expected to be wholly settled within 12 months of the reporting date are recognised in the provision for employee benefits as current liabilities, measured at the present value of the amounts expected to be paid when the liabilities are settled using the remuneration rate expected to apply at the time of settlement.

Long service leave

Liability for long service leave (LSL) is recognised in the provision for employee benefits. Unconditional LSL is disclosed as a current liability as the Council does not have an unconditional right to defer settlement. Unconditional LSL is measured at nominal value if expected to be settled within 12 months or at present value if not expected to be settled within 12 months. Conditional LSL that has been accrued, where an employee is yet to reach a qualifying term of employment, is disclosed as a non-current liability and measured at present value.

Key assumptions:	2023	2022
- discount rate	4.368% - 4.080%	2.380% - 3.710%
- wage inflation rate	4.350%	3.850%

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

5.6 Financing arrangements

The Council has the following funding arrangements in place as at 30 June 2023.

	2023 \$'000	2022 \$'000
Credit card facilities	21	21
Total facilities	21	21
Used facilities	7	13
Unused facilities	14	8

5.7 Commitments

The Council has entered into the following commitments. Commitments are not recognised in the Balance Sheet. Commitments are disclosed at their nominal value and presented inclusive of the GST payable.

(a) Commitments for expenditure

	Not later than 1 year	Later than 1 year and not later than 2 years	Later than 2 years and not later than 5 years	Later than 5 years	Total
2023	\$'000	\$'000	\$'000	\$'000	\$'000
Operating					
Internal audit	48	30	-	-	79
Project manager - Coastal and Marine Management Plan development	52	-	-	-	52
Cleaning services for municipal buildings and facilities	111	110	22	-	243
Cleaning services for public amenities & BBQ facilities	67	66	13	-	146
Software as a Service (annual license and support)	107	109	112	-	328
Total	385	316	147	-	847
Capital					
Project managements - Upgrade work Point Lonsdale lighthouse reserve	69	-	-	-	69
Queenscliff Hub - Architectural services	10	-	-	-	10
Software as a Service implementation	72	-	-	-	72
Total	151	-	-	-	151
Total commitments for expenditure	536	316	147	-	999
2022					
Operating					
Roads, parks and reserves maintenance	70	-	-	-	70
Internal audit	1	-	-	-	1
Waste Collection Service	576	-	-	-	576
Total	647	-	-	-	647
Capital					
Queenscliffe Hub - construction	483	-	-	-	483
Queenscliff Boat Ramp - upgrade	1,075	-	-	-	1,075
Stormwater drainage Big 4 caravan park Bellarine Hwy	3	-	-	-	3
Pedestrian Crossing, Point Lonsdale Rd Point Lonsdale	8	-	-	-	8
Queenscliff Recreation Reserve Amenities Block	250	-	-	-	250
Queenscliff Recreation Reserve Sport Precinct Civil Construction	86	-	-	-	86
Total	1,905	-	-	-	1,905
Total commitments for expenditure	2,552	-	-	-	2,552

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

(b) Operating lease receivables

Operating lease receivables

The Council has entered into commercial property leases on its investment property, consisting of surplus freehold office complexes. These properties held under operating leases have remaining non-cancellable lease terms of between 1 and 10 years. All leases include a CPI based revision of the rental charge annually.

Future undiscounted minimum rentals receivable under non-cancellable operating leases are as follows:

	2023 \$'000	2022 \$'000
Not later than one year	176	157
Later than one year and not later than five years	693	633
Later than five years	765	808
	1,634	1,598

5.8 Leases

At inception of a contract, Council assesses whether a contract is, or contains, a lease. A contract is, or contains, a lease if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. To identify whether a contract conveys the right to control the use of an identified asset, it is necessary to assess whether:

- The contract involves the use of an identified asset;
- Council has the right to obtain substantially all of the economic benefits from use of the asset throughout the period of use; and
- Council has the right to direct the use of the asset.

This policy is applied to contracts entered into, or changed, on or after 1 July 2019.

As a lessee, Council recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost which comprises the initial amount of the lease liability adjusted for:

- any lease payments made at or before the commencement date less any lease incentives received; plus
- any initial direct costs incurred; and
- an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located.

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term. The estimated useful lives of right-of-use assets are determined on the same basis as those of property, plant and equipment. In addition, the right-of-use asset is periodically reduced by impairment losses, if any, and adjusted for certain measurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, an appropriate incremental borrowing rate. Generally, Council uses an appropriate incremental borrowing rate as the discount rate.

Lease payments included in the measurement of the lease liability comprise the following:

- Fixed payments
- Variable lease payments that depend on an index or a rate, initially measured using the index or rate as at the commencement date;
- Amounts expected to be payable under a residual value guarantee; and
- The exercise price under a purchase option that Council is reasonably certain to exercise, lease payments in an optional renewal period if Council is reasonably certain to exercise an extension option, and penalties for early termination of a lease unless Council is reasonably certain not to terminate early.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 5. Our financial position (continued)

Short-term and low value leases

Council has elected not to recognise right-of-use assets and lease liabilities for short-term leases of machinery that have a lease term of 12 months or less and leases of low-value assets (individual assets worth less than existing capitalisation thresholds for a like asset up to a maximum of AUD\$10,000), including IT equipment. Council recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

	2023 \$'000	2022 \$'000
Expenses relating to:		
Short-term leases	12	12
Leases of low value assets	1	-
Total	13	12

Note 6. Assets we manage

6.1 Non current assets classified as held for sale

	2023 \$'000	2022 \$'000
Cost of acquisition	-	-
Land - At fair value*	-	2,577
Total non current assets classified as held for sale	-	2,577

Non-current assets classified as held for sale (including disposal groups) are measured at the lower of its carrying amount and fair value less costs of disposal, and are not subject to depreciation. Non-current assets, disposal groups and related liabilities and assets are treated as current and classified as held for sale if their carrying amount will be recovered through a sale transaction rather than through continuing use. This condition is regarded as met only when the sale is highly probable and the asset's sale (or disposal group sale) is expected to be completed within 12 months from the date of classification.



Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Summary of property, infrastructure, plant and equipment

	Carrying amount 30 June 2022	Additions	Revaluation	Depreciation	Disposal	Write-off	Transfers	Prior years error correction	Carrying amount 30 June 2023
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	140,531	1,537	(201)	(288)	(607)	-	6,645	-	147,587
Plant and equipment	351	74	-	(136)	-	-	146	-	434
Infrastructure	22,009	1,929	(2,196)	(819)	-	-	2,943	-	23,866
Work in progress	10,825	466	-	-	-	(773)	(9,703)	(139)	675
	173,715	4,006	(2,397)	(1,244)	(607)	(773)	-	(139)	172,562

Summary of Work in Progress	Opening WIP	Additions	Write-off	Transfers	Prior years error correction	Closing WIP
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Property	6,309	-	(177)	(6,615)	485	1
Plant and equipment	105	297	-	(146)	146	402
Infrastructure	4,411	169	(596)	(2,943)	(770)	272
Total	10,825	466	(773)	(9,703)	(139)	675

* The net total for "Prior years error corrections" reflects the cost Council had been incurring up to 30 June 2022 in relation to a Council owned land sold during the year. The value of the land sold was classified as "Non-current assets classified as held for sale". Other values represent correction of classification errors within the "Work in Progress" items.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment (continued)

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

(a) Property

	Land - specialised \$'000	Land - non specialised \$'000	Land improvements \$'000	Total Land & Land Improvements \$'000	Heritage buildings \$'000	Buildings - specialised \$'000	Buildings - non specialised \$'000	Building improvements \$'000	Leasehold improvements \$'000	Total Buildings \$'000	Work In Progress \$'000	Total Property \$'000
At fair value 1 July 2022	97,698	29,108	-	126,806	359	21,638	2,772	-	-	24,769	6,309	157,884
Accumulated depreciation at 1 July 2022	-	-	-	-	(192)	(10,115)	(736)	-	-	(11,043)	-	(11,043)
	97,698	29,108	-	126,806	167	11,523	2,036	-	-	13,726	6,309	146,841
Movements in fair value												
Additions	-	-	-	-	-	1,537	-	-	-	1,507	-	1,507
Revaluation	-	-	-	-	-	(201)	-	-	-	(201)	-	(201)
Disposal	-	-	-	-	-	(772)	-	-	-	(772)	-	(772)
Write-off	-	-	-	-	-	-	-	-	-	-	(177)	(147)
Transfers	-	-	-	-	-	6,615	-	-	-	6,615	(6,615)	-
Prior years error correction	-	-	-	-	-	(20)	20	-	-	-	485	485
	-	-	-	-	-	7,159	20	-	-	7,179	(6,308)	872
Movements in accumulated depreciation												
Depreciation and amortisation	-	-	-	-	(6)	(252)	(30)	-	-	(288)	-	(288)
Accumulated depreciation of disposals	-	-	-	-	-	165	-	-	-	165	-	165
Transfers	-	-	-	-	-	-	-	-	-	-	-	-
Prior years error correction	-	-	-	-	-	2	(2)	-	-	-	-	-
	-	-	-	-	(6)	(85)	(32)	-	-	(124)	-	(124)
At fair value 30 June 2023	97,698	29,108	-	126,806	359	28,797	2,792	-	-	31,949	1	158,756
Accumulated depreciation at 30 June 2023	-	-	-	-	(198)	(10,200)	(769)	-	-	(11,167)	-	(11,167)
Carrying amount	97,698	29,108	-	126,806	161	18,597	2,024	-	-	20,782	1	147,588

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment



Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

(b) Plant and Equipment

	Plant machinery and equipment	Fixtures fittings and furniture	Computers and telecomms	Work In Progress	Total plant and equipment
	\$'000	\$'000	\$'000	\$'000	\$'000
At fair value 1 July 2022	420	346	750	105	1,621
Accumulated depreciation at 1 July 2022	(366)	(318)	(482)	-	(1,166)
	54	28	268	105	455
Movements in fair value					
Additions	57	-	17	297	371
Disposal	(24)	-	-	-	(24)
Write-off	-	-	-	-	-
Transfers	-	122	23	(146)	-
Prior years error correction	-	-	-	146	146
	34	122	40	297	493
Movements in accumulated depreciation					
Depreciation and amortisation	(45)	(16)	(76)	-	(136)
Accumulated depreciation of disposals	24	-	-	-	24
Transfers	-	-	-	-	-
	(21)	(16)	(76)	-	(113)
At fair value 30 June 2023	453	468	790	402	2,114
Accumulated depreciation at 30 June 2023	(387)	(334)	(558)	-	(1,278)
Carrying amount	67	135	232	402	835

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

(c) Infrastructure

	Roads \$'000	Footpaths and cycleways \$'000	Drainage \$'000	Recreational, leisure and community facilities \$'000	Waste Management \$'000	Parks open space and streetscapes \$'000	Off street car parks \$'000	Other Infrastructure \$'000	Work In Progress \$'000	Total Infrastructure \$'000
At fair value 1 July 2022	19,420	2,114	5,670	4,341	221	1,943	991	535	4,411	39,646
Accumulated depreciation at 1 July 2022	(6,612)	(707)	(2,497)	(1,767)	(164)	(831)	(396)	(254)	-	(13,227)
	12,808	1,407	3,174	2,575	57	1,112	594	281	4,411	26,419
Movements in fair value										
Additions	851	206	228	89	-	223	228	104	169	2,098
Revaluation	(1,164)	147	-	-	-	-	-	-	-	(1,017)
Disposal	-	-	-	-	-	-	(125)	-	-	(125)
Write-off	-	-	-	-	-	-	-	-	(596)	(596)
Transfers	-	-	-	-	-	-	-	2,943	(2,943)	-
Prior years error correction	-	-	-	-	-	-	-	-	(770)	(770)
	(313)	353	228	89	-	223	103	3,046	(4,139)	(409)
Movements in accumulated depreciation										
Depreciation and amortisation	(265)	(38)	(60)	(225)	(18)	(139)	(16)	(58)	-	(819)
Revaluation	(781)	(478)	-	-	-	-	205	-	-	(1,054)
Impairment losses recognised in operating result	-	-	-	-	-	-	-	-	-	-
Transfers	-	-	-	-	-	-	-	-	-	-
	(1,045)	(516)	(60)	(225)	(18)	(139)	190	(58)	-	(1,873)
At fair value 30 June 2023	19,107	2,468	5,898	4,431	221	2,166	1,094	3,581	272	39,237
Accumulated depreciation at 30 June 2023	(7,657)	(1,223)	(2,556)	(1,992)	(183)	(970)	(207)	(311)	-	(15,100)
Carrying amount	11,450	1,244	3,342	2,439	38	1,196	887	3,270	272	24,137

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

6.2 Property, infrastructure, plant and equipment

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

Acquisition

The purchase method of accounting is used for all acquisitions of assets, being the fair value of assets provided as consideration at the date of acquisition plus any incidental costs attributable to the acquisition. Fair value is the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date.

Where assets are constructed by Council, cost includes all materials used in construction, direct labour, borrowing costs incurred during construction, and an appropriate share of directly attributable variable and fixed overheads.

In accordance with Council's policy, the threshold limits have applied when recognising assets within an applicable asset class and unless otherwise stated are consistent with the prior year.

	Depreciation Period	Threshold Limit \$'000
Asset recognition thresholds and depreciation periods		
Land & land improvements		
Land	-	5
Land under roads	-	5
Land improvements	-	5
Buildings		
Buildings	25 - 200 years	10
Plant and Equipment		
Plant, machinery and equipment	2 - 10 years	0.5
Fixtures, fittings and furniture	3 - 10 years	0.5
Computers and telecommunications	3 - 10 years	0.5
Infrastructure		
Roads	12 - 80 years	10
Footpaths and cycleways	20 - 50 years	10
Drainage	15 - 100 years	5
Recreation, leisure and community facilities	10 - 100 years	5
Waste management	5 - 15 years	5
Parks, open space and streetscapes	5 - 25 years	5
Off-street car parks	12 - 80 years	5
Other infrastructure	5 - 100 years	5

Land under roads

Council recognises land under roads it manages at fair value.

Depreciation and amortisation

Buildings, land improvements, plant and equipment, infrastructure, and other assets having limited useful lives are systematically depreciated over their useful lives to the Council in a manner which reflects consumption of the service potential embodied in those assets. Estimates of remaining useful lives and residual values are made on a regular basis with major asset classes reassessed annually. Depreciation rates and methods are reviewed annually.

Where assets have separate identifiable components that are subject to regular replacement, these components are assigned distinct useful lives and residual values and a separate depreciation rate is determined for each component.

Road earthworks are not depreciated on the basis that they are assessed as not having a limited useful life.

Straight line depreciation is charged based on the residual useful life as determined each year.

Depreciation periods used are listed above and are consistent with the prior year unless otherwise stated.

Repairs and maintenance

Where the repair relates to the replacement of a component of an asset and the cost exceeds the capitalisation threshold the cost is capitalised and depreciated. The carrying value of the replaced asset is expensed.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

Valuation of land and buildings

Valuation of land and buildings were undertaken in 2021-22 financial year by a qualified independent valuer Opteon Property Group (Victoria) ("Opteon") valuer registration number 63379, who completed a desktop inspection on all assets except newly constructed assets since the last revaluation. Revaluation of newly constructed assets were based on a physical inspection. A separate valuation was conducted on the building of which the construction work was completed in the current financial year. The valuation of land and buildings is at fair value, being market value based on highest and best use permitted by relevant land planning provisions. Where land use is restricted through existing planning provisions the valuation is reduced to reflect this limitation. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Specialised land is valued at fair value using site values adjusted for englobo (undeveloped and/or unserviced) characteristics, access rights and private interests of other parties and entitlements of infrastructure assets and services. This adjustment is an unobservable input in the valuation. The adjustment has no impact on the comprehensive income statement.

Any significant movements in the unobservable inputs for land and land under roads will have a significant impact on the fair value of these assets.

The date and type of the current valuation is detailed in the following table. A full revaluation of these assets will be conducted in 2024-25 (building) and 2025-26 (land).

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Freehold Land	-	29,108	-	Jun-22	Full
Crown Land (specialised land)	-	-	74,638	Jun-22	Full
Land under roads (specialised land)	-	-	23,060	Jun-22	Full
Buildings	-	-	2,036	Jun-22	Full
Buildings Specialised	-	-	11,690	Jun-22	Full
Total	-	29,108	111,424		

Valuation of infrastructure

Valuation of road network infrastructure assets (roads including kerb and channel, footpaths and cycleways) and off street car parks was conducted by Council's engineer, Mr. Stuart Hansen, using the condition assessment work of Mr Peter Moloney, Dip C.E.C.E.MIE Aust, conducted in March 2023.

The valuation is at fair value based on current replacement cost less accumulated depreciation as at the date of valuation.

The date and type of the current valuation is detailed in the following table.

	Level 1	Level 2	Level 3	Date of Valuation	Type of Valuation
Roads	-	-	11,450	Jun-23	Full
Footpaths and cycleways	-	-	1,244	Jun-23	Full
Drainage	-	-	2,626	Jun-20	Full
Off street car parks	-	-	887	Jun-23	Full
Total	-	-	16,207		

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 6. Assets we manage (continued)

Description of significant unobservable inputs into level 3 valuations

Specialised land and land under roads is valued using a market based direct comparison technique. Significant unobservable inputs include the extent and impact of restriction of use and the market cost of land per square metre. The extent and impact of restrictions on use varies and results in a reduction to surrounding land values between 5% and 95%. The market value of land varies significantly depending on the location of the land and the current market conditions. Currently land values range between \$208 and \$9,545 per square metre.

Specialised buildings are valued using a current replacement cost technique. Significant unobservable inputs include the current replacement cost and remaining useful lives of buildings. Current replacement costs are calculated on a square metre basis and ranges from \$493 to \$5,086 per square metre. The remaining useful lives of buildings are determined on the basis of the current condition of buildings and vary from 1 year to 104 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of buildings are sensitive to changes in expectations or requirements that could either shorten or extend the useful lives of buildings.

Infrastructure assets are valued based on the current replacement cost. Significant unobservable inputs include the current replacement cost and remaining useful lives of infrastructure. The remaining useful lives of infrastructure assets are determined on the basis of the current condition of the asset and vary from 5 years to 100 years. Replacement cost is sensitive to changes in market conditions, with any increase or decrease in cost flowing through to the valuation. Useful lives of infrastructure are sensitive to changes in use, expectations or requirements that could either shorten or extend the useful lives of infrastructure assets.

	2023	2022
Reconciliation of specialised land	\$'000	\$'000
Crown Land	74,638	74,638
Land under roads	23,060	23,060
Total specialised land	97,698	97,698

6.3 Investments in associates, joint arrangements and subsidiaries

(a) Investments in associates

- Geelong Regional Library Corporation	160	160
Fair value of Council's investment in the Geelong Regional Library Corporation	160	160

Geelong Regional Library Corporation

Background

Council recognises its interest in the Geelong Regional Library Corporation by recording an investment in its financial statements at a value based on Council's underlying interest in the net assets of the service disclosed in its audited financial statements for the year ended 30 June 2023. Council's share of the net assets (1.48%) is calculated on the same ratio as it contributes to the operating costs of the service. Annual contributions to the library service are included in the Comprehensive Income Statement.

Council's share of accumulated surplus/(deficit)

Council's share of accumulated surplus(deficit) at start of year	160	165
Reported surplus(deficit) for year	-	(5)
Council's share of accumulated surplus(deficit) at end of year	160	160

Movement in carrying value of specific investment

Carrying value of investment at start of year	160	165
Share of surplus(deficit) for year	-	(5)
Carrying value of investment at end of year	160	160

Associates are all entities over which Council has significant influence but not control or joint control. Investments in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 7. People and relationships

7.1 Council and key management remuneration

(a) Related Parties

Parent entity

Borough of Queenscliffe is the parent entity.

Subsidiaries and Associates

Interests in subsidiaries and associates are detailed in Note 6.3.

(b) Key Management Personnel

Key management personnel (KMP) are those people with the authority and responsibility for planning, directing and controlling the activities of the Borough of Queenscliffe. The Councillors, Chief Executive Officer and General Managers are deemed KMP.

Details of KMP at any time during the year are:		2023 No.	2022 No.
Councillors	Councillor Isabelle Tolhurst - from 20 Apr 2022	1	1
	Councillor Fleur Hewitt - up to 19 May 2023	1	1
	Councillor Ross Ebbels	1	1
	Councillor Donnie Grigau	1	1
	Councillor Michael Grout	1	1
	Councillor Susan Salter - up to 8 Mar 2022	-	1
	Councillor Rob Minty - from 21 Jun 2023	1	-
	Chief Executive Officer, Martin Gill	1	1
	Acting Chief Executive Officer, Kelvin Spiller - from 15 Feb 2023 to to 26 Apr 2023	1	-
	General Manager, Planning & Community Safety, Tim Crawford - from 04/07/2022	1	-
	General Manager, Community, Shannon Maloney - from 13 Oct 2021 to 12 May 2023	1	1
	General Manager, Finance and Corporate Services, Gihan Kohobange - from 23 Jul 2021	1	1
	General Manager, Planning & Infrastructure, Johann Rajaratnam - up to 13 Apr 2022	-	1
	General Manager, Infrastructure and Environment, Stuart Hansen	1	1
	General Manager, Organisational Performance & Community Services, Phillip Carruthers - up to 7 Jul 2021	-	1
	Total Number of Councillors	6	6
Total of Chief Executive Officer and other Key Management Personnel		6	6
Total Number of Key Management Personnel		12	12

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 7. People and relationships (continued)

(c) Remuneration of Key Management Personnel

Remuneration comprises employee benefits including all forms of consideration paid, payable or provided by Council, or on behalf of the Council, in exchange for services rendered. Remuneration of Key Management Personnel and Other senior staff is disclosed in the following categories.

Short-term employee benefits include amounts such as wages, salaries, annual leave or sick leave that are usually paid or payable on a regular basis, as well as non-monetary benefits such as allowances and free or subsidised goods or services.

Other long-term employee benefits include long service leave, other long service benefits or deferred compensation.

Post-employment benefits include pensions, and other retirement benefits paid or payable on a discrete basis when employment has ceased.

Termination benefits include termination of employment payments, such as severance packages.

	2023 \$	2022 \$
Total remuneration of key management personnel was as follows:		
Short-term employee benefits	1,000	959
Other long-term employee benefits	11	26
Post-employment benefits	84	75
Total	1,096	1,060

The numbers of key management personnel whose total remuneration from Council and any related entities, fall within the following bands:

	2023 \$	2022 \$
\$0 - \$9,999	1	1
\$10,000 - \$19,999	-	1
\$20,000 - \$29,999	3	3
\$30,000 - \$39,999	1	1
\$40,000 - \$49,999	1	-
\$60,000 - \$69,999	-	1
\$70,000 - \$79,999	1	-
\$100,000 - \$109,999	1	-
\$130,000 - \$139,999	1	1
\$150,000 - \$159,999	1	2
\$160,000 - \$169,999	-	1
\$180,000 - \$189,000	1	-
\$270,000 - \$279,999	-	1
\$280,000 - \$289,999	1	-
	12	12

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 7. People and relationships (continued)

7.2 Related party disclosure

During the period Council entered into the following transactions with related parties.

	2023 \$	2022 \$
Geelong Regional Library Corporation - contribution to cover ongoing expenses	248	243
Tourism Greater Geelong and Bellarine - annual municipal partnership fee and cost of promotional publications	28	275
Planting Ideas - cost of horticultural consultancy services	8	6
G21 - Geelong Region Alliance Ltd - annual membership fees	-	6
Queenscliff Lonsdale Yacht Club (QLYC) - community grant provided during the year	2	1

(b) Outstanding balances with related parties

No balances are outstanding at the end of the reporting period in relation to transactions with related parties (2021-22: nil).

(c) Loans to/from related parties

No loans have been made, guaranteed or secured during the reporting period by Council to a related party (2021-22: nil).

(d) Commitments to/from related parties

No commitments are in existence at balance date that have been made, guaranteed or secured during the reporting period by Council to a related party (2021-22: nil).

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 8. Managing uncertainties

8.1 Contingent assets and liabilities

Contingent assets and contingent liabilities are not recognised in the Balance Sheet, but are disclosed and if quantifiable, are measured at nominal value.

(a) Contingent assets

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council. At balance date the Council is not aware of any contingent assets.

(b) Contingent liabilities

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Council; or
- present obligations that arise from past events but are not recognised because:
- it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation; or
- the amount of the obligation cannot be measured with sufficient reliability.

At balance date the Council is not aware of any contingent liabilities in addition to the specific items disclosed below.

Superannuation

Council has obligations under a defined benefit superannuation scheme that may result in the need to make additional contributions to the scheme, matters relating to this potential obligation are outlined below. As a result of the volatility in financial markets the likelihood of making such contributions in future periods exists.

Insurance claims

There are Nil insurance claims as at 30 June 2023 that could have a material impact on future operations.

Legal matters

There are Nil legal matters as at 30 June 2022 that could have a material impact on future operations.

Liability Mutual Insurance

Council is a participant of the MAV Liability Mutual Insurance (LMI) Scheme. The LMI scheme provides public liability and professional indemnity insurance cover. The LMI scheme states that each participant will remain liable to make further contributions to the scheme in respect of any insurance year in which it was a participant to the extent of its participant's share of any shortfall in the provision set aside in respect of that insurance year, and such liability will continue whether or not the participant remains a participant in future insurance years.

MAV Workcare

Council is a participant of the MAV WorkCare Scheme. The MAV WorkCare Scheme provided workers compensation insurance. MAV WorkCare commenced business on 1 November 2017 and the last day the Scheme operated as a self-insurer was 30 June 2021. In accordance with the *Workplace Injury Rehabilitation and Compensation Act 2013*, there is a six year liability period following the cessation of the Scheme (to 30 June 2027). During the liability period, adjustment payments may be required (or received). The determination of any adjustment payments is dependent upon revised actuarial assessments of the Scheme's tail claims liabilities as undertaken by Work Safe Victoria. If required, adjustments will occur at the 3-year and 6-year points during the liability period, and will affect participating members.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

(c) Guarantees for loans to other entities

The amount disclosed for financial guarantee in this Note is the nominal amount of the underlying loan that is guaranteed by the Council, not the fair value of the financial guarantee.

Financial guarantee contracts are not recognised as a liability in the balance sheet unless the lender has exercised their right to call on the guarantee or Council has other reasons to believe that it is probable that the right will be exercised.

Borough of Queenscliff (Council) transferred land to Point Lonsdale Surf Life Saving Club (PLSLSC) for one dollar (\$1) consideration in April 2015. Subsequently, the PLSLSC has secured a line of credit of up to \$150,000 providing the land as a part of the mortgage.

As per the agreement under section 173 of the *Planning and Environments Act 1987 (Vic)*, between the Council and the PLSLSC, the Council is liable to service the repayments and discharge the mortgage if the PLSLSC is unable to do so.

In a very unlikely scenario (current assessment of the management), if Council decide to exercise step in rights, the mortgagee will consent to transfer of the subject land and the adjoining land to Council for nil consideration subject to the terms of the agreement.

8.2 Change in accounting standards

Certain new Australian Accounting Standards and interpretations have been published that are not mandatory for the 30 June 2023 reporting period. Council assesses the impact of these new standards. As at 30 June 2023 there were no new accounting standards or interpretations issued by the AASB which are applicable for the year ending 30 June 2024 that are expected to impact Council.

8.3 Financial instruments

(a) Objectives and policies

The Council's principal financial instruments comprise cash assets, term deposits, receivables (excluding statutory receivables) and payables (excluding statutory payables). Details of the significant accounting policies and methods adopted, including the criteria for recognition, the basis of measurement and the basis on which income and expenses are recognised, in respect of each class of financial asset, financial liability and equity instrument is disclosed in the notes of the financial statements. Risk management is carried out by senior management under policies approved by the Council. These policies include identification and analysis of the risk exposure to Council and appropriate procedures, controls and risk minimisation.

(b) Market risk

Market risk is the risk that the fair value or future cash flows of council financial instruments will fluctuate because of changes in market prices. The Council's exposure to market risk is primarily through interest rate risk with only insignificant exposure to other price risks and no exposure to foreign currency risk.

Interest rate risk

Interest rate risk refers to the risk that the value of a financial instrument or cash flows associated with the instrument will fluctuate due to changes in market interest rates. Council's interest rate liability risk arises primarily from long term loans and borrowings at fixed rates which exposes council to fair value interest rate risk / Council does not hold any interest bearing financial instruments that are measured at fair value, and therefore has no exposure to fair value interest rate risk. Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Council has minimal exposure to cash flow interest rate risk through its cash and deposits that are at floating rates.

Investment of surplus funds is made with approved financial institutions under the *Local Government Act 2020*. Council manages interest rate risk by adopting an investment policy that ensures:

- diversification of investment product;
- monitoring of return on investment; and
- benchmarking of returns and comparison with budget.

There has been no significant change in the Council's exposure, or its objectives, policies and processes for managing interest rate risk or the methods used to measure this risk from the previous reporting period.

Interest rate movements have not been sufficiently significant during the year to have an impact on the Council's year end result.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

(c) Credit risk

Credit risk is the risk that a contracting entity will not complete its obligations under a financial instrument and cause Council to make a financial loss. Council have exposure to credit risk on some financial assets included in the balance sheet. Particularly significant areas of credit risk exist in relation to outstanding fees and fines as well as loans and receivables from sporting clubs and associations. To help manage this risk:

- Council have a policy for establishing credit limits for the entities council deal with;
- Council may require collateral where appropriate; and
- Council only invest surplus funds with financial institutions which have a recognised credit rating specified in Council's investment policy.

Receivables consist of a large number of customers, spread across the ratepayer, business and government sectors. Credit risk associated with the council's financial assets is minimal because the main debtor is secured by a charge over the rateable property.

There are no material financial assets which are individually determined to be impaired.

Council may also be subject to credit risk for transactions which are not included in the balance sheet, such as when council provide a guarantee for another party. Details of our contingent liabilities are disclosed in Note 8.1(b).

The maximum exposure to credit risk at the reporting date to recognised financial assets is the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial Statements. Council does not hold any collateral.

(d) Liquidity risk

Liquidity risk includes the risk that, as a result of Council's operational liquidity requirements it will not have sufficient funds to settle a transaction when required or will be forced to sell a financial asset at below value or may be unable to settle or recover a financial asset.

To help reduce these risks Council:

- have a liquidity policy which targets a minimum and average level of cash and cash equivalents to be maintained;
- have readily accessible standby facilities and other funding arrangements in place;
- have a liquidity portfolio structure that requires surplus funds to be invested within various bands of liquid instruments;
- monitor budget to actual performance on a regular basis; and
- set limits on borrowings relating to the percentage of loans to rate revenue and percentage of loan principal repayments to rate revenue.

The Council's maximum exposure to liquidity risk is the carrying amounts of financial liabilities as disclosed on the face of the balance sheet and the amounts related to financial guarantees disclosed in Note 8.1(c), and is deemed insignificant based on prior periods' data and current assessment of risk.

There has been no significant change in Council's exposure, or its objectives, policies and processes for managing liquidity risk or the methods used to measure this risk from the previous reporting period.

With the exception of borrowings, all financial liabilities are expected to be settled within normal terms of trade. Details of the maturity profile for borrowings are disclosed at Note 5.4.

Unless otherwise stated, the carrying amounts of financial instruments reflect their fair value.

(e) Sensitivity disclosure analysis

Taking into account past performance, future expectations, economic forecasts, and management's knowledge and experience of the financial markets, Council believes the following movements are 'reasonably possible' over the next 12 months:

- A parallel shift of + 1.00% and -1.5% in market interest rates (AUD) from year-end rates of 4.35%.

These movements will not have a material impact on the valuation of Council's financial assets and liabilities, nor will they have a material impact on the results of Council's operations.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

8.4 Fair value measurement

Fair value hierarchy

Council's financial assets and liabilities are not valued in accordance with the fair value hierarchy, Council's financial assets and liabilities are measured at amortised cost.

Council measures certain assets and liabilities at fair value where required or permitted by Australian Accounting Standards. AASB 13 Fair value measurement, aims to improve consistency and reduce complexity by providing a definition of fair value and a single source of fair value measurement and disclosure requirements for use across Australian Accounting Standards.

All assets and liabilities for which fair value is measured or disclosed in the Financial Statements are categorised within a fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and

Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For the purpose of fair value disclosures, Council has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

In addition, Council determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

Revaluation

Subsequent to the initial recognition of assets, non-current physical assets, other than plant and equipment, are measured at their fair value, being the price that would be received to sell an asset (or paid to transfer a liability) in an orderly transaction between market participants at the measurement date. (For plant and equipment carrying amount is considered to approximate fair value given short useful lives). At balance date, the Council reviewed the carrying value of the individual classes of assets measured at fair value to ensure that each asset materially approximated its fair value. Where the carrying value materially differed from the fair value at balance date, the class of asset was revalued.

Fair value valuations are determined in accordance with a valuation hierarchy. Changes to the valuation hierarchy will only occur if an external change in the restrictions or limitations of use of an asset result in changes to the permissible or practical highest and best use of the asset. In addition, Council undertakes a formal revaluation of land, buildings, and infrastructure assets on a regular basis ranging from 3 to 4 years. The valuation is performed either by experienced council officers or independent experts. The following table sets out the frequency of revaluations by asset class.

Asset class	Revaluation frequency
Land	4 years
Buildings	3 years
Roads	3 years
Footpaths and cycleways	3 years
Drainage	4 years
Recreational, leisure and community facilities	N/A
Parks, open space and streetscapes	N/A
Other infrastructure	N/A

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 8. Managing uncertainties (continued)

Where the assets are revalued, the revaluation increments are credited directly to the asset revaluation reserve except to the extent that an increment reverses a prior year decrement for that class of asset that had been recognised as an expense in which case the increment is recognised as revenue up to the amount of the expense. Revaluation decrements are recognised as an expense except where prior increments are included in the asset revaluation reserve for that class of asset in which case the decrement is taken to the reserve to the extent of the remaining increments. Within the same class of assets, revaluation increments and decrements within the year are offset.

Impairment of assets

At each reporting date, Council reviews the carrying value of its assets to determine whether there is any indication that these assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, is compared to the assets carrying value. Any excess of the assets carrying value over its recoverable amount is expensed to the comprehensive income statement, unless the asset is carried at the revalued amount in which case, the impairment loss is recognised directly against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

8.5 Events occurring after balance date

No matters have occurred after balance date that require disclosure in the financial report.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 9. Other matters

9.1 Reserves

	Balance at beginning of reporting period	Increment (decrement)	Balance at end of reporting period
	\$'000	\$'000	\$'000
(a) Asset revaluation reserves			
2023			
Property			
Land			
- Freehold land	30,019	-	30,019
- Crown land	20,237	-	20,237
- Land under roads	9,952	-	9,952
Buildings	10,168	(201)	9,967
	70,375	(201)	70,174
Infrastructure			
Roads	5,485	(1,865)	3,620
Footpaths and cycleways	333	(331)	2
Drainage	482	-	482
	6,300	(2,196)	4,104
Total asset revaluation reserves	76,675	(2,397)	74,279
2022			
Property			
Land			
- Freehold land	20,923	9,096	30,019
- Crown land	4,664	15,573	20,237
- Land under roads	3,129	6,823	9,952
Buildings	8,482	1,686	10,168
	37,198	33,177	70,375
Infrastructure			
Roads	5,485	-	5,485
Footpaths and cycleways	333	-	333
Drainage	482	-	482
	6,300	-	6,300
Total asset revaluation reserves	43,498	33,177	76,675

The asset revaluation reserve is used to record the increased (net) value of Council's assets over time.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
(b) Other reserves				
2023				
Asset replacement reserve	1,379	283	-	1,662
General reserve - Unallocated cash	1,463	-	(339)	1,124
Future calls on defined benefits superannuation	40	-	-	40
Funds carried forward to future years				
Grant funding not yet expended - Operating	-	-	-	-
Proceeds from land sale	-	3,500	-	3,500
Incomplete works - Operating	337	61	(66)	332
Incomplete works - Capital	1,502	676	(447)	1,731
Total funds carried forward to future years	1,839	4,237	(514)	5,563
Waste management reserves				
Standard kerbside waste*	(10)	-	(73)	(82)
Public waste	38	-	(14)	24
Total waste management reserves	28	-	(86)	(58)
Total Other reserves	4,749	4,520	(939)	8,330
	Balance at beginning of reporting period	Transfer from accumulated surplus	Transfer to accumulated surplus	Balance at end of reporting period
	\$'000	\$'000	\$'000	\$'000
2022				
Asset replacement reserve	909	530	(60)	1,379
General reserve - Unallocated cash	447	1,016	-	1,463
Future calls on defined benefits superannuation	40	-	-	40
Funds carried forward to future years				
Grant funding not yet expended - Operating	288	-	(288)	-
Grant funding not yet expended - Capital	312	-	(312)	-
Incomplete works - Operating	972	-	(635)	337
Incomplete works - Capital	1,680	769	(947)	1,502
Total funds carried forward to future years	3,252	769	(2,182)	1,839
Waste management reserves				
Standard kerbside waste*	3	35	(47)	(10)
Public waste	12	26	-	38
Total waste management reserves	15	61	(47)	28
Total Other reserves	4,663	2,376	(2,289)	4,749

Asset replacement reserve : Funds are held in this reserve to meet future asset renewal requirements for specific projects earmarked by Council.

General reserve - Unallocated cash : This reserve comprises of the cash surpluses achieved in previous financial years, which have not yet been allocated by Council to specific projects within the Annual Budget.

Future calls on defined benefits superannuation: As a hedge against future calls which may be made by Vision Super on the unfunded superannuation liability (defined benefits scheme).

Funds carried forward to future years: The bulk of funds held in these reserves each financial year is with respect to operating and capital projects to be carried forward for completion in future years.

Waste management reserves: Net surplus/(deficit) of waste services.

*The negative balance represents costs that Council needs to recover in future years. Council has decided to phase the recovery of some waste related expenses to manage the impact on service users. Council has temporarily funded these expenses.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

9.2 Reconciliation of cash flows from operating activities to surplus/(deficit)

	2023	2022
	\$'000	\$'000
Surplus/(deficit) for the year	1,625	8,354
Depreciation	1,244	1,325
(Profit)/loss on disposal of property, infrastructure, plant and equipment	(109)	130
Assets written off	690	-
Change in assets and liabilities:		
(Increase)/decrease in trade and other receivables	155	(56)
(Increase)/decrease in inventories	-	1
(Increase)/decrease in prepayments	(131)	(10)
Increase/(decrease) in accrued income	(404)	247
(Increase)/decrease in regional library equity	-	5
Increase/(decrease) in trade and other payables	(33)	33
Increase/(decrease) in accrued expenses	12	180
Increase/(decrease) in accrued wages	47	(9)
Increase/(decrease) in trust funds and deposits	(31)	4
Increase/(decrease) in income received in advance	(10)	136
Increase/(decrease) in provisions	(14)	(107)
Increase/(decrease) in unearned income /revenue	(140)	(1,258)
Net cash provided by/(used in) operating activities	2,900	8,971

9.3 Superannuation

Council makes the majority of its employer superannuation contributions in respect of its employees to the Local Authorities Superannuation Fund (the Fund). This Fund has two categories of membership, accumulation and defined benefit, each of which is funded differently. Obligations for contributions to the Fund are recognised as an expense in the Comprehensive Income Statement when they are made or due.

Accumulation

The Fund's accumulation category, Vision MySuper/Vision Super Saver, receives both employer and employee contributions on a progressive basis. Employer contributions are normally based on a fixed percentage of employee earnings (for the year ended 30 June 2023, this was 10.5% as required under Superannuation Guarantee (SG) legislation (2022: 10.0%)).

Defined Benefit

Council does not use defined benefit accounting for its defined benefit obligations under the Fund's Defined Benefit category. This is because the Fund's Defined Benefit category is a pooled multi-employer sponsored plan.

There is no proportional split of the defined benefit liabilities, assets or costs between the participating employers as the defined benefit obligation is a floating obligation between the participating employers and the only time that the aggregate obligation is allocated to specific employers is when a call is made. As a result, the level of participation of [Employer name] in the Fund cannot be measured as a percentage compared with other participating employers. Therefore, the Fund Actuary is unable to allocate benefit liabilities, assets and costs between employers for the purposes of AASB 119.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

Funding arrangements

Council makes employer contributions to the Defined Benefit category of the Fund at rates determined by the Trustee on the advice of the Fund Actuary. A triennial actuarial investigation is currently underway for the Defined Benefit category which is expected to be completed by 31 December 2023. Council was notified of the 30 June 2023 VBI during August 2023 (2022: August 2022). The financial assumptions used to calculate the 30 June 2023 VBI were:

Net investment returns 5.7% pa
Salary information 3.5% pa
Price inflation (CPI) 2.8% pa

As at 30 June 2022, an interim actuarial investigation was held as the Fund provides lifetime pensions in the Defined Benefit category. The vested benefit index (VBI) of the Defined Benefit category of which Council is a contributing employer was 102.2%. The financial assumptions used to calculate the VBI were:

Net investment returns 5.5% pa
Salary information 2.5% pa to 30 June 2023, and 3.5% pa thereafter
Price inflation (CPI) 3.0% pa

Council was notified of the 30 June 2022 VBI during August 2022 (2021: August 2021). Vision Super has advised that the estimated VBI at 30 June 2023 was 104.1%.

The VBI is used as the primary funding indicator. Because the VBI was above 100%, the 30 June 2022 actuarial investigation determined the Defined Benefit category was in a satisfactory financial position and that no change was necessary to the Defined Benefit category’s funding arrangements from prior years.

Employer contributions

(a) Regular contributions

On the basis of the results of the 2022 interim actuarial investigation conducted by the Fund Actuary, Council makes employer contributions to the Fund’s Defined Benefit category at rates determined by the Fund’s Trustee. For the year ended 30 June 2023, this rate was 10.5% of members' salaries (10.0% in 2021/22). This rate is expected to increase in line with any increases in the SG contribution rate and was reviewed as part of the 30 June 2022 interim valuation.

In addition, Council reimburses the Fund to cover the excess of the benefits paid as a consequence of retrenchment above the funded resignation or retirement benefit.

(b) Funding calls

If the Defined Benefit category is in an unsatisfactory financial position at an actuarial investigation or the Defined Benefit category’s VBI is below its shortfall limit at any time other than the date of the actuarial investigation, the Defined Benefit category has a shortfall for the purposes of SPS 160 and the Fund is required to put a plan in place so that the shortfall is fully funded within three years of the shortfall occurring. The Fund monitors its VBI on a quarterly basis and the Fund has set its shortfall limit at 97%.

In the event that the Fund Actuary determines that there is a shortfall based on the above requirement, the Fund’s participating employers (including Council) are required to make an employer contribution to cover the shortfall.

Using the agreed methodology, the shortfall amount is apportioned between the participating employers based on the pre-1 July 1993 and post-30 June 1993 service liabilities of the Fund’s Defined Benefit category, together with the employer’s payroll at 30 June 1993 and at the date the shortfall has been calculated.

Due to the nature of the contractual obligations between the participating employers and the Fund, and that the Fund includes lifetime pensioners and their reversionary beneficiaries, it is unlikely that the Fund will be wound up.

If there is a surplus in the Fund, the surplus cannot be returned to the participating employers.

In the event that a participating employer is wound-up, the defined benefit obligations of that employer will be transferred to that employer’s successor.

Notes to the Financial Report

For the Year Ended 30 June 2023

Note 9. Other matters (continued)

The 2022 interim actuarial investigation surplus amounts

An actuarial investigation is conducted annually for the Defined Benefit category of which Council is a contributing employer. Generally, a full actuarial investigation is conducted every three years and interim actuarial investigations are conducted for each intervening year. An interim investigation was conducted as at 30 June 2022 and the last full investigation was conducted as at 30 June 2020.

The Fund’s actuarial investigation identified the following for the Defined Benefit category of which Council is a contributing employer:

	2022 (Interim) \$m	2021 (Interim) \$m
- A VBI Surplus	45.7	214.7
- A total service liability surplus	105.8	270.3
- A discounted accrued benefits surplus	112.9	285.2

The VBI surplus means that the market value of the fund’s assets supporting the defined benefit obligations exceed the vested benefits that the defined benefit members would have been entitled to if they had all exited on 30 June 2022.

The total service liability surplus means that the current value of the assets in the Fund’s Defined Benefit category plus expected future contributions exceeds the value of expected future benefits and expenses as at 30 June 2022.

The discounted accrued benefits surplus means that the current value of the assets in the Fund’s Defined Benefit category exceeds the value of benefits payable in the future but accrued in respect of service to 30 June 2022.

Superannuation contributions

Contributions by Council (excluding any unfunded liability payments) to the above superannuation plans for the financial year ended 30 June 2023 are detailed below:

Scheme	Type of Scheme	Rate	2023 \$'000	2022 \$'000
Vision super	Defined benefits	10.5% (2022:10.0%)	6	5
Vision super	Accumulation	10.5% (2022:10.0%)	234	236

Unfunded liability payments to Vision Super is \$Nil during the 2022/23 year (2021/22 \$Nil).

There were \$Nil contributions outstanding and no loans issued from or to the above schemes as at 30 June 2023.

The expected contributions to be paid to the Defined Benefit category of Vision Super for the year ending 30 June 2024 is \$5,661.

Note 10. Change in accounting policy

There have been no changes to accounting policies in the 2022-23 year.

There are no pending accounting standards that are likely to have a material impact on council.

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Glossary

Accrual accounting	A system of accounting where items are brought to account and included in the Financial Statements as they are earned or incurred, rather than as they are received or paid.
Assets	Future economic benefits controlled by Council because of past transactions or other past events.
Bad and doubtful debts expenditure	Bad debts written off and the movement in the bad debt provision for infringement debtors, caravan park debtors and sundry debtors.
Balance sheet	A quantitative summary of Council’s financial position as of 30 June, including assets, liabilities and net equity.
Borrowing costs	Interest incurred on loan borrowings.
Cash and cash equivalents assets	Cash and investments readily convertible to cash, including cash on hand, cash held in the bank, deposits at call and highly liquid investments.
Comprehensive income statement	A financial statement highlighting the accounting surplus or deficit of Council. It provides an indication of whether Council has sufficient revenue (including capital grants) to meet expenses (other than capital expenditure) in the current year, including non-cash costs such as depreciation and amortisation expenditure. It also includes other comprehensive income items including net asset revaluation increment (decrements) reversals and share of other comprehensive income of associates and joint ventures accounted for by the equity method to arrive at a ‘comprehensive result’. The comprehensive result equates to the movement in net assets or total equity from the prior year.
Contributions income	Contributions received by Council for the purpose of providing and improving public open space, provision / improvement of the drainage system and in relation to specific projects.
Current assets	Assets for which Council expects to receive the future economic benefit within the next twelve months unless the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Current liabilities	Liabilities for which Council expects to fulfil its obligation within the next twelve months unless Council does not have an unconditional right to defer settlement of the liability for at least twelve months after reporting date.
Depreciation and amortisation expenditure	An expense which recognises the value of a fixed asset as it is used up over time.
Employee benefits expenditure	Relates to wages and salaries, casual staff payments, annual leave, long service leave, superannuation, fringe benefits tax and WorkCover.
Equity	The residual interest in the assets of Council after deduction of its liabilities, which is made up of accumulated surplus and reserves. Total equity is also equal to net assets.
Equity method	A method of assessing profits earned by joint venture investments. The reported income value is based on Council’s share of joint venture assets.

Expense	An outgoing payment made by Council.
Financial Performance Indicator	A prescribed indicator measuring the effectiveness of financial management in Council covering operating position, liquidity, obligations, stability and efficiency.
Fixed assets	See Property, infrastructure, plant and equipment.
G21 Geelong Region Alliance	A formal alliance of government, business and community organisations working together to improve the lives of people within the Geelong region across five member municipalities – Colac Otway Shire, Golden Plains Shire, City of Greater Geelong, Borough of Queenscliffe and Surf Coast Shire.
Governance and Management Checklist	An outline of Council’s performance against a set of policies, plans and strategies (e.g. Annual Budget, Community Engagement Policy, Disaster Recovery Plan).
Grants – recurrent income	Grant income received on a regular basis (e.g. quarterly, annually, etc.) and granted to Council by another entity for specific or general purposes.
Indicator	A measure to demonstrate Council’s performance across a variety of areas.
Interest bearing loans and borrowings	Council’s borrowings.
Interest income	Includes interest earned on all cash and investment balances, interest earned on rates and unrealised gains on managed fund investments.
Inventories	A complete listing of merchandise or stock on hand, work in progress, finished goods on hand, etc.
Land – non-specialised	Includes freehold land, where Council is the owner of the land.
Land – specialised	Includes Crown land assets, where Council is the Committee of Management, and land under roads, where Council has operational control of the land.
Liabilities	Future sacrifices of economic benefits that Council is presently obliged to make to other entities as a result of past transactions or other past events.
Materials and services expenditure	Expenditure incurred in relation to contract payments and trade services, building maintenance, general maintenance, plant and equipment maintenance, utilities, consultants, office and administration, insurance, financial and legal costs and information technology costs.
Measure	A unit or set of units against which to determine whether Council has achieved set targets.

Movement in equity for the period	The change in the net surplus (deficit), asset revaluation increments (decrements) and movement in other reserves. This is also equal to the change in equity.
Net assets	The difference between total assets and total liabilities, which represents Council's net worth. Net assets are also equal to total equity.
Net asset revaluation increment (decrement)	This represents the increase (decrease) between the old valuation and new valuation of property and infrastructure asset classes, which were re-valued during the year.
Net gain (loss) on disposal of property, plant and equipment, infrastructure	The net income received in relation to the sale of assets and the carrying amount of assets sold, replaced or disposed of during the year.
Non-current assets	Assets where the future economic benefit is not expected to be received within the next twelve months or where the asset is restricted from being exchanged or used to settle a liability for at least twelve months after the reporting date.
Non-current assets classified as held for sale	Non-current assets that Council intends to sell within the next twelve months.
Non-current liabilities	Liabilities where the obligation is not expected to be fulfilled within the next twelve months or where Council has a right to defer settlement of the liability for at least 12 months after reporting date.
Other expenses	Includes auditors' remuneration, Councillors' allowances, operating lease rentals, cost of volunteers' contribution, impairment losses and asset write-offs.
Other income	Income received from investment property rental, other rental income, interest income, value of volunteers' contribution and reimbursements.
Infringement Court	Refers to Penalty Enforcement by Registration of Infringement Notice. A system established under Schedule 7 of the <i>Magistrates Court Act 1989 (Vic)</i> to deal with unpaid fines.
Prepayments	Payments made by Council in advance of receiving the goods or services.
Property, infrastructure, plant and equipment assets	Often referred to as fixed assets, this is the largest component of Council's asset base or worth. It represents the value of all land, buildings, roads, footpaths, drains, vehicles, plant and equipment and so on, which are recorded on Council's asset register.
Provisions	Includes accrued long service leave, annual leave, time in lieu and rostered days off owing to employees at reporting date.
Ramsar Convention	Also known as the Convention on Wetlands of International Importance. It is an intergovernmental treaty that provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources.

Rate cap	An annual limit set each year by the Minister for Local Government. The rate cap applies to general rate increases for all councils during a particular financial year. It does not apply to waste management charges or the Fire Services Property Levy. The rate cap for 2022-2023 was 1.75%
Rates and charges	Income received from ratepayers in relation to general rates, waste management charges and special rate schemes.
Reserves	Includes the asset revaluation reserve and discretionary reserves. The asset revaluation reserve includes the net revaluation increments and decrements arising from the revaluation of fixed assets. Discretionary reserves, which are funds Council wishes to separately identify as being set aside to meet a specific purpose in the future and for which there is no existing liability. These amounts are transferred from the Accumulated Surplus of the Council and separately disclosed.
Revenue	The amount of money that Council actually receives from its activities, mostly from rates and services provided to customers and ratepayers.
Service performance indicator	A prescribed indicator measuring the effectiveness and efficiency of Council services covering appropriateness, quality, cost and service outcomes.
Statutory fees and fines income	Includes parking infringements and costs, Infringement Court recoveries, town planning fees, land information certificates, etc.
Surplus (deficit)	Represents the difference between total revenues (including grants – capital), expenses (other than capital expenditure), net gain (loss) on disposal of property, plant and equipment, infrastructure and share of net profits (losses) of associates and joint ventures accounted for by the equity method.
Sustainable capacity indicator	A prescribed indicator measuring whether Council has the capacity to meet the agreed service and infrastructure needs of the local community and absorb foreseeable changes and unexpected shocks into the future covering financial performance, capacity and governance and management.
Trade and other payables	Monies owed by Council to other entities / individuals.
Trade and other receivables	Monies owed to Council by ratepayers and other parties less the provisions for doubtful debts.
Trust funds and deposits	Monies received by Council for a specific purpose, which are to be refunded upon a specific event occurring (e.g. Council assets are not damaged).
User fees	Income received by Council from a variety of fees and charges such as aged and health services fees, animal and local law fines and registrations, building permits and other charges, debt collection recovery charges and caravan and camping fees.

Abbreviations

Term	Explanation
AAS	Australian Accounting Standards
AASB	Australian Accounting Standards Board
ABS	Australian Bureau of Statistics
AM	Member of the Order of Australia
APES	Accounting Professional and Ethical Standards
AUD	Australian dollars
BoQ	Borough of Queenscliffe
CA	Chartered Accountant
CALD	Culturally and Linguistically Diverse
CEO	Chief Executive Officer
CERP	Climate Emergency Response Plan
CHSP	Commonwealth Home Support Programme
CIV	Capital Improved Value
CMMP	Coastal & Marine Management Plan
CPA	Certified Practicing Accountant
CPI	Consumer price index
CPR	Cardiopulmonary resuscitation
Cr	Councillor
EBA	Enterprise Bargaining Agreement
ERP	Estimated resident population
FCCA	Fellow of Chartered Certified Accountants
FTE	Full-time equivalent
G21	Geelong Region Alliance
GRLC	Geelong Regional Library Corporation
GST	Goods and Services Tax
HACC	Home and Community Care

Term	Explanation
HR	Human Relations
IT	Information Technology
JMAPP	JLT Municipal Asset Protection Plan Discretionary Trust
JP	Justice of the Peace
LGPro	Local Government Professionals
LMI	Liability Mutual Insurance
LSL	Long service leave
MAV	Municipal Association of Victoria
MCH	Maternal and Child Health
MEMP	Municipal Emergency Management Plan
MT	Management Team
NA	Not applicable
NDIS	National Disability Insurance Scheme
OAM	Medal of the Order of Australia
OHS	Occupational Health and Safety
PC	Personal computer
PS	Primary school
SEIFA	Socio-Economic Indexes for Areas
TGGB	Tourism Greater Geelong and the Bellarine
WDV	Written down value
WIP	Work in progress
VAGO	Victorian Auditor-General's Office
VBI	Vested benefit index
VCAT	Victorian Civil and Administrative Tribunal
VGC	Victoria Grants Commission
VIC	Visitor Information Centre





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The Annual Report can also be viewed
electronically on Council's website,
www.queenscliffe.vic.gov.au

