Celebrating 150 YEARS 1863-2013
About this annual report


The Council Plan 2010–2013 sets out five strategic directions that Council’s performance is measured against:

1. Governance, Finance and External Relations
2. Sustainability and Local Environment
3. Business and Tourism
4. Community Development

This annual report includes information about Council’s achievements and challenges for each of these strategic directions within the 2012–13 year, as well as an outline of Council services and operations. It also provides comprehensive and externally audited Financial Statements.

This annual report is part of Council’s commitment to open, transparent and accountable 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 1989 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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Post: Chief Executive Officer, Borough of Queenscliffe, PO Box 93, Queenscliff VIC 3225.

The annual report can also be viewed electronically on Council’s website www.queenscliffe.vic.gov.au

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Theatre vignettes by the Queenscliff Lighthouse Theatre Group during the 150th anniversary celebrations, Queenscliff Historic Railway Station.
Celebrating our 150th anniversary

In 2013 the Borough of Queenscliffe has been celebrating 150 years since its proclamation as a municipality in 1863.

This anniversary is not just about recognising the historical milestones and civic highlights. It’s also about celebrating the Borough’s strong sense of identity and the role that all residents and visitors have played in shaping its rich heritage.

The anniversary is an opportunity to reflect on and rejoice in the people, the values and the culture of this community, which have stood the test of time.

The Borough of Queenscliffe municipality was established after a group of proud and passionate residents led a petition calling for the Queenscliff locality to become a municipal district. That petition was signed by 185 householders and is a true demonstration of people working together for their community.

That sense of community hasn’t changed in 150 years. Over and over again, the Borough community has shown its respect for each other, our visitors, our environment and our heritage.

The year-long program of 150th anniversary celebrations has included events and activities facilitated not only by Council and the 150th anniversary organising committee but also by a number of community organisations. The Borough has seen pop-up theatre vignettes; an Ecumenical Service of Thanksgiving and Blessing by the Borough’s churches; sporting events; community group luncheons and special guest speakers; and the 100 Steps Fun Run organised by St. Aloysius Catholic Primary School.

The official 150th anniversary celebrations were held on Saturday, 4 May 2013. Highlights of the weekend included:

- a civic reception with special guest the Honourable Alex Chernov AC QC, Governor of Victoria
- unveiling of a Community Time Capsule
- a community concert in the Queenscliff Town Hall
- the 150th Anniversary Art Awards and Exhibition.

The 150th anniversary Community Time Capsule was buried in the forecourt of the Queenscliff Town Hall. It was unveiled by the Honourable Alex Chernov AC QC, Governor of Victoria, on Saturday, 4 May 2013.

The Community Time Capsule contains treasures to be discovered by the next generation. It will give insight into the Borough of Queenscliff as it was in 2013 and will provide stimulus to again reflect on our past and the wonderful people who have shaped this community.

A full record of the time capsule contents is available from Borough of Queenscliffe Council offices and website, Queenscliffe Historical Museum and the Queenscliff Library.

It is anticipated that the time capsule will be reopened in 50 years time at celebrations for the Borough of Queenscliffe’s 200th anniversary.

Happy 150th anniversary, Borough of Queenscliffe.
The Bellarine Railway, operated by volunteers of the Geelong Steam Preservation Society, which was formed in 1970.
Year in review

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8,262 hours of Aged Care & Disability Services provided
82% of Council Plan actions completed

87,647 visits to Council’s website
1,412 trees planted
Highlights

- Community celebrations for the 150th anniversary of the Borough of Queenscliffe
- Smooth transition to the new Council following the local government elections in October 2012
- 150th Anniversary Art Awards and Exhibition, attracting over 200 entries from across Australia
- Online, searchable Heritage Database
- Queenscliffe Visitor Information Centre winning the new specialist Human Resources Award at the Geelong Business Excellence Awards
- Winning the Coastcare Community Award in the 2013 Corangamite Landcare Awards, in partnership with Bellarine Catchment Network and Swan Bay Environment Association
- One of the lowest rate increases (as a percentage) in the region and the state, at 4.0%
- Grant funding of $2,562,927 received — a 4% increase on the previous year
- One of seven councils assessed as ‘low risk’ on all six indicators of financial sustainability within the ‘small shire councils’ grouping of 21 councils
- Zero waiting list maintained for access to Aged Care & Disability Services
- Development of a Master Plan for the Point Lonsdale Foreshore Revitalisation
- Community satisfaction rates higher than the state-wide and ‘small rural councils’ group average on all core performance measures
- Community support for recycling programs.

Disappointments

- Limited support from Point Lonsdale residents in the City of Greater Geelong on municipal boundary relocation that would see them living within the Borough of Queenscliffe
- Queenscliffe Planning Scheme Review not completed
- Lower percentage of planning applications decided within the 60-day time frame compared with 2011-12.

Fast Facts

- 3,091 permanent residents
- 17,120 peak population over summer
- 31,479 visits to the Queenscliff Library
- 8,262 hours of Aged Care & Disability Services provided
- 42 kilometres of local road network maintained
- 159 planning applications received
- 101 food safety audits conducted (since October 2012)
- 4,606 items of incoming correspondence processed
- 48,448 people assisted at the Queenscliffe Visitor Information Centre
- 87,647 visits to Council’s website
- 3,021 rateable properties
- 1,412 new trees planted compared
- 90.56 tonnes of environmental weeds removed
- $210,816 in grants and donations provided to the local community
- 52 media releases issued
- 81% of Council Plan actions completed
- 13% of Council Plan actions still in progress
- 5% of Council Plan actions not commenced.
3,091 permanent residents

17,120 peak population over summer

48,448 people assisted at the Queenscliffe Visitor Information Centre
## Overview of 2012-13

<table>
<thead>
<tr>
<th>Strategic direction</th>
<th>Achievements</th>
<th>Disappointments</th>
<th>Challenges</th>
<th>Looking ahead</th>
</tr>
</thead>
</table>
| Governance, Finance and External Relations | • One of the lowest rate rises (as a percentage) in the region and the state at only 4%  
• Rating Strategy review  
• Total grant funding received of $2,563 million – an increase of $98,500 (4%)  
• 281 completed surveys returned in the Council Plan Community Survey  
• Significant improvements to Council’s website and total site visits at 87,647 – an increase of 23,697 from the previous year  
• Introduction of e-tendering  
• A substantial 27% improvement in Council’s property risk management audit, with a result of 79% achieved  
• Joint second most increased regional score (4%) resulting from MAV Liability Mutual Insurance Audit  
• Introduction of an Information Technology Policy  
• 20% budgeted saving in financing costs following review of Council bank loan arrangements. | • Only 50% support obtained in a survey on a change to the municipal boundary that would incorporate all of Point Lonsdale in the Borough of Queenscliffe. | • Managing pre-election caretaker period during the local government elections in October 2012  
• Working with relevant members of parliament and senior government officers from the Department of Defence, the state government and Geelong Otway Tourism to maximise community use of Fort Queenscliff  
• Ensuring readiness for the implementation of the Fire Services Property Levy. | • Coordinate a tourism development plan for Fort Queenscliff  
• Collection of the Fire Services Property Levy on behalf of state government  
• Implement a Professional Development Plan to maintain staff qualifications and enhance skills and knowledge. |
| Sustainability and Local Environment | • Winner of the Coastcare Community Award in the Corangamite Landcare Awards, in conjunction with Bellarine Catchment Network and Swan Bay Environment Association  
• Weed management program in foreshore areas  
• E-waste collection event that recycled 9,923 kilograms of televisions, computers and other household electronic items  
• Launch of a household battery recycling program  
• Joined the ‘Blinky Bulb’ fluorescent bulb recycling program  
• Progress on the Working Towards Carbon Neutrality in the Borough of Queenscliffe project, funded through the Victorian Government Local Sustainability Accord  
• Removal of 90.56 tonnes of environmental weeds. | • Unsuccessful in gaining funding through the Community Energy Efficiency Program (CEEP) to upgrade to energy-efficient street lighting in residential streets. | • Continuing to explore funding opportunities to upgrade residential street lighting  
• Sourcing options to facilitate an increase in the kerbside green waste collection  
• Managing the foreshore reserve site adjacent to Swan Bay following a grass fire. | • Implement a Community Carbon Neutral Action Plan. |
<table>
<thead>
<tr>
<th>Strategic direction</th>
<th>Achievements</th>
<th>Disappointments</th>
<th>Challenges</th>
<th>Looking ahead</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Business and Tourism</strong></td>
<td>• Filming and media visits</td>
<td>• Minimal progress made on a shared path between Point Lonsdale and Ocean Grove.</td>
<td>• Develop a plan for the future use of the Queenscliff Lighthouse Reserves and Point Lonsdale Lighthouse Reserve</td>
<td>• Upgrade the Queenscliff Historic Railway Station precinct, including upgrade to community infrastructure that will bring together the Borough's Senior Citizens and Sea Scouts in a shared building.</td>
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<td></td>
<td>• Participation in the Regional Victoria Living Expo</td>
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<td></td>
<td>• Local business support of the Small Business Festival and Social Media Training</td>
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<tr>
<td></td>
<td>• Funding secured to develop plans for the future use of the Queenscliff and Point Lonsdale Lighthouse Reserves</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Funding secured to upgrade the Queenscliff Historic Railway Station precinct.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Community Development</strong></td>
<td>• Continued maintenance of the zero waiting list status for access to Aged Care &amp; Disability Services</td>
<td>• Footpath and Road Treatment Strategy was not completed.</td>
<td>• Slow progress in relation to the proposed Botanic Gardens on the old Queenscliff High School site</td>
<td>• Complete a Pathways Strategy</td>
</tr>
<tr>
<td></td>
<td>• Extension of the Arts Trail to include 10 photographer boards</td>
<td></td>
<td>• Continuing work required in relation to a future home for the Point Lonsdale Board Riders and Surf Life Saving Clubs.</td>
<td>• Complete the Master Plan for the Botanic Gardens</td>
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<tr>
<td></td>
<td>• Nine Community Grants awarded, totalling $18,252</td>
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<td>• Finalise the Precinct Plan for the Queenscliff Recreation Reserve</td>
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<tr>
<td></td>
<td>• Support of local community organisations, civic events and arts, cultural and sporting activities</td>
<td></td>
<td></td>
<td>• Progress Hesse Street Revitalisation Project</td>
</tr>
<tr>
<td></td>
<td>• Community involvement in the 150th anniversary celebrations</td>
<td></td>
<td></td>
<td>• Complete the new Health and Wellbeing Plan</td>
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<tr>
<td></td>
<td>• 150th Anniversary Art Awards and Exhibition</td>
<td></td>
<td></td>
<td>• Complete a Master Plan and stage 1 Development Plan for Queenscliff Kindergarten.</td>
</tr>
<tr>
<td></td>
<td>• Funding secured for stages 1 and 2 of the Point Lonsdale Foreshore Revitalisation Project</td>
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</tr>
<tr>
<td><strong>Planning, Heritage and Community Assets</strong></td>
<td>• Implementation of the Asset Management Plan</td>
<td>• Review of the Queenscliff Planning Scheme</td>
<td>• Further advice from Department of Environment and Primary Industries required before priority recommendations from the Geotechnical Cliff Safety Assessment at Point Lonsdale can be implemented</td>
<td>• Complete the Ferry to Pier foreshore development project.</td>
</tr>
<tr>
<td></td>
<td>• Launch of an online Heritage Database.</td>
<td>• Review of the Road Management Plan</td>
<td>• Installation of additional groynes at Point Lonsdale beach</td>
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<td></td>
<td></td>
<td>• Lower percentage of planning applications decided within the 60-day time frame compared to 2011-12.</td>
<td>• Queenscliff Sports Club Building Enhancement Project (Monahan Centre).</td>
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Borough of Queenscliffe Annual Report 2012-13 | Year in review
Major projects

Considerable progress has been made on a number of projects that will have lasting benefit to the Borough of Queenscliffe community and visitors to the area. Here are some of the highlights.

Queenscliff Sports Club Building Enhancement Project (Monahan Centre)

Significant progress was made on stage 1 of the Queenscliff Sports Club Building Enhancement Project. The $1.5 million project has been funded by the state government, Queenscliff Sports Club (and associated clubs) and Council.

The project is being delivered under a community partnership model contract with labour and materials supplied by local tradespeople and club members on an at-cost or no-profit basis. This approach is unique and highlights the level of cooperation between Council and the community.

Work in 2012–13 saw the project move into the final phase of stage 1. Finishing touches to internal surfaces, fixtures and fittings within the building have been undertaken and only the carpet laying, completion of the function room bar and connection of the fire services remain to be completed in 2013–14. It is anticipated that the building will achieve a certificate of occupancy in September 2013.

The completion of stage 1 will provide:

- home and away team change room facilities, including male and female umpire change rooms
- all-abilities access to both levels of the building
- community meeting room facilities
- a function room serviced by a commercial kitchen that will be available for community hire

Stage 1 works have also provided much of the servicing (electrical, plumbing, etc.) to areas within the building that will be finished in later stages. This includes the gym area and spa and sauna room.

The community partnership model used to complete this project has resulted in an extended build time. However, the hard work of many of the community and sports club members has enabled the project to be undertaken on an extremely restricted budget. Significant savings have been made when compared with a commercially tendered value of construction.

Point Lonsdale Foreshore Revitalisation Project

The concept design for Point Lonsdale foreshore improvements was completed early in the financial year and a draft Point Lonsdale Foreshore Concept Master Plan was produced.

Community feedback on the draft master plan was sought in September 2012. The extensive consultation processes included three public information sessions. Feedback was considered and the final master plan was developed and endorsed by Council in December 2012.

The master plan sets out three stages to the project, which are as follows.

Stage 1 – Lookout platform

Stage 1 will involve works in the area opposite the IGA supermarket. It will include the construction of a second all-abilities access ramp to the promenade, a second BBQ area with shelter and tables, picnic tables, shelters, and landscaping and other associated ancillary works. Also, the powerlines between Admans Street and Kirk Road will be undergrounded. This stage is being funded by a $500,000 grant from the federal government’s Regional Development Australia Fund, Round 3, Small Towns program.

Indicative project timeline

The Point Lonsdale Foreshore Revitalisation Project stage 1 and 2 works are anticipated to commence in October 2013 and it is expected that they will be completed by the end of December 2013.
Hesse Street Revitalisation Project: Stage 1

Stage 1 of the Hesse Street Revitalisation Project involves the implementation of the four highest priority actions as determined by the community. Community consultation on the Hesse Street Revitalisation Project was undertaken extensively throughout 2009 and 2010 and resulted in Council adopting the Hesse Street Revitalisation Plan in mid-2010.

The four priority actions were determined to be:

- planting of street trees
- renewal of street furniture such as seats, bicycle stands and bin surrounds, including the introduction of recycle bins
- renewal and improvement of the existing pedestrian crossing located between Stokes Street and Hobson Street
- construction of a new pedestrian crossing located between Hobson Street and Symonds Street.

Stage 1 works have commenced with the planting of ornamental pear trees at eight locations along Hesse Street. New seating is also being installed, with the first seat being installed in front of what was the Apostle restaurant. Installations of the seats will be completed early in the 2013–14 financial year.

Garden beds will be installed early in 2013–14 beneath the trees that have been planted in Hesse Street at the Stokes Street and the Hobson Street intersections. These garden beds will contain low-level plantings with a similar theme to the plantings surrounding the roundabouts.

The final designs for the two pedestrian crossings will be completed in 2013. Consultation will then be undertaken with the appropriate stakeholders to determine the best time to undertake works.

Queenscliff Historic Railway Station precinct upgrade

Concept planning has been completed and funding secured for the $886,000 upgrade of the Queenscliff Historic Railway Station precinct, partnership project between Council, Bellarine Railway, Queenscliff Senior Citizens and the Sea Scouts.

The project will restore a core piece of Queenscliff heritage and contribute to the local economy by improving a key tourist feature.

The Bellarine Railway is already a major tourism attraction and makes a vital contribution to the local economy both directly and through flow-on business that is generated in the Borough. The redevelopment of the station precinct will improve community connections by supporting the railway volunteers and other user groups that access the railway precinct’s facilities.

The project elements include:

- installation of a locomotive turntable
- relocation of maintenance activities to an area outside of the town
- refurbishment and integration of the senior citizens’ and Sea Scouts’ buildings
- refurbishment of the existing community meeting and events space
- construction of a lamp room and foot warmer room on the platform
- platform extension and fencing
- a new community BBQ and picnic facilities.

The integration of the senior citizens’ building and Sea Scouts facility will bring together citizens from each end of the community’s age spectrum and create the opportunity for them to be mutually supportive. It will also be available for significant public events.

Detailed planning and design will be undertaken in 2013–14 in partnership with the Geelong Steam Preservation Society and other key stakeholders.
Civic reception for the 150th anniversary celebrations, Queenscliff Town Hall
Event highlights

July 2012
Bellarine Lighthouse Film Festival

August 2012
Small Business Festival

September 2012

October 2012
Victorian Seniors Festival
Around the Bay in a Day
FREEZA Youth Music Gig

November 2012
Queenscliff Music Festival

December 2012
Point Lonsdale Lighting of the Christmas Tree
Annual Harley Riders Toy Run
Rip View Swim Classic

January 2013
Rip to River Run
Sand Sculpture Contest
Australia Day Awards and Citizenship Ceremony
Blue Water Swim Classic

February 2013
Queenscliff Rod Run

March 2013
Maritime Weekend
Kids Busking for the Kids

April 2013
Skate, Scoot and BMX event
Anzac Day commemorative services

May 2013
Borough of Queenscliffe 150th anniversary celebrations, including:
  • a civic reception with special guest the Honourable Alex Chernov AC QC, Governor of Victoria
  • unveiling of a Community Time Capsule
  • community concert in the Queenscliff Town Hall
  • 150th Anniversary Art Awards and Exhibition
  • launch of the Arts Trail extension.
Volunteer Celebration
Sea of Words

June 2013
St Kilda Film Festival Regional Tour
Vision

The making of a place in which people live, work and visit with a mutual respect for the environment and for others with whom we share the Borough.

Council strives to achieve this vision through actions in the key areas of importance to our community, as summarised in the five strategic directions in the Council Plan 2010–2013:

1. Governance, Finance and External Relations
   Providing accountable governance and long term sustainable financial management

2. Sustainability and Local Environment
   Living sustainably and protecting and restoring our diverse environment

3. Business and Tourism
   Supporting local businesses and tourism by providing an environment in which they can both flourish

4. Community Development
   Working in partnership with the community to build a strong, safe, inclusive and connected community

5. Planning, Heritage and Community Assets
   Striving to ensure that development sustains and enhances the character of the natural and built environment

This annual report outlines the progress that Council has made towards achieving our vision.
Progress on actions

To realise the vision and support the strategic directions in the Council Plan, specific Business Plan Priority Actions were set for 2012–13.

Below is a summary of the number of actions achieved for each strategic direction.

<table>
<thead>
<tr>
<th>Strategic direction</th>
<th>Number of actions</th>
<th>Completed</th>
<th>In progress</th>
<th>Yet to commence</th>
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<td>Governance, Finance and External Relations</td>
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<td>0</td>
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<tr>
<td>Providing accountable governance and long-term sustainable financial management</td>
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<td></td>
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<td>Sustainability and Local Environment</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Living sustainably and protecting and restoring our diverse environment</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business and Tourism</td>
<td>8</td>
<td>8</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Supporting local businesses and tourism by providing an environment in which they can both flourish</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Development</td>
<td>22</td>
<td>15</td>
<td>5</td>
<td>2</td>
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<tr>
<td>Working in partnership with the community to build a strong, safe, inclusive and connected community</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Planning, Heritage and Community Assets</td>
<td>11</td>
<td>7</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Striving to ensure that development sustains and enhances the character of the natural and built environment</td>
<td></td>
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</table>

2012–2013 overall result 63 52 8 3
2011–2012 overall result 66 50 13 3

Progress on strategic directions: 2012–13 compared with 2011–12

Council’s progress on the Business Plan Priority Actions is rated under one of three outcomes:

1. Completed
While these actions were fully implemented, some are ongoing in nature and, given their importance to the Borough, have been included in the Council Plan 2013–2017.

2. In progress
These actions were progressed but not completed. Any actions assessed as priorities for the future have been included in the Council Plan 2013–2017.

3. Yet to commence
These Business Plan priority actions were not commenced within 2012–13. The major obstacles relate to competing priorities given the funding opportunities and the limited capacity to implement all priorities. Again, any action assessed as a priority for the future has been included in the Council Plan 2013–2017.
Financial overview

A key focus for this Council term and for the 2012–13 year has been to maximise grant funding opportunities for capital works investment and major operating projects to improve community facilities whilst at the same time minimising rate increases and maintaining Council’s focus on capital renewal of infrastructure assets.

Parts of the Capital Works and Major Projects Program that were delivered for the 2012–13 year include:

- Hesse Street Revitalisation Project stage 1
- Gellibrand Street roads and drainage reconstruction
- Learmonth Street roads and drainage reconstruction.

A commitment to cost restraint and provision of services of value to residents and ratepayers remains imperative to this Council and drives financial decisions.

In brief

The following information relates to the Financial Statements contained in this Annual Report.

- an underlying surplus of $165,000 which is more than budgeted, largely due to interest received and increased revenue from Council’s caravan parks and camping facilities
- $10.774 million in revenue with 76% coming from rates and charges
- $2.002 million Capital Works and Major Projects Program delivered, including $1.795 million in renewal/upgrade of existing assets
- $9.079 million expenditure with 34% attributable to employee costs and 52% due to materials and services
- $66.989 million in fixed assets, comprising community facilities and infrastructure

Underlying operating result

Council’s underlying surplus for 2012–13 was $165,000. This is a $204,000 improvement on the budgeted underlying deficit of $39,000. This is due largely to increased interest received on cash holdings and higher than anticipated revenue from Council’s caravan parks and camping facilities during the peak season.

A key measure of financial sustainability is the underlying operating result, which identifies whether we are generating enough revenue to cover operating expenses and includes the cost of replacing our assets. Sustaining an underlying surplus result is a critical financial strategy and should remain relatively consistent from year to year. It best represents our ability to remain sustainable and to continue with normal day-to-day operations.

In each of the last five years, Council has maintained an underlying surplus greater than budget. Council has been successful in attracting significant external grant funding for investment in the Borough that often spans more than one financial year. This has resulted in large cash holdings that have attracted higher than anticipated interest revenue of approximately $100,000 per annum. Other impacts include Council’s investment in cabins at the Queenscliff Recreation Reserve and the carry-forward of the Council’s co-contribution towards various major projects.

Within the ‘small shire councils’ grouping of 21 councils across the state, the Borough of Queenscliffe is one of seven councils that were assessed as ‘low risk’ on all six indicators of financial sustainability.

Council has achieved excellent results against all Local Government Authorities in the ‘small shire councils’ grouping on the Financial Sustainability Index, which provides a score against four financial benchmarks including:

1. underlying operating results as a percentage of total assets
2. debt as a percentage of own source revenue
3. capital spend as a percentage of total depreciation
4. asset renewal and upgrade as a percentage of depreciation over six years.

These results, which are either equal to or more favourable than the group average, highlight an overall continuing positive movement by Council towards long-term financial sustainability.
Underlying operating surplus / (deficit), 2008–09 to 2012–13

<table>
<thead>
<tr>
<th>Year</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
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<tbody>
<tr>
<td>Amount</td>
<td>429,999</td>
<td>800,000</td>
<td>888,665</td>
<td>600,164</td>
<td>442,233</td>
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</table>

Revenue streams

Income sources available to Council for delivering its key services to the community include rates, user fees and charges, grants and community contributions, borrowings and interest on investments. Council seeks to strike a balance in the funding sourced from each of these pools whilst still meeting the service level needs, means and expectations of the community.

Council has sought to actively minimise rate increases and continues to post one of the lowest increases in the state. It pursues alternative income streams such as fees for its caravan parks and camping grounds and has been highly successful in attracting external grant funding from all levels of government.

Rates, user fees and grant income, 2008–09 to 2012–13 ($’000)

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<thead>
<tr>
<th>Year</th>
<th>2008-09</th>
<th>2009-10</th>
<th>2010-11</th>
<th>2011-12</th>
<th>2012-13</th>
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<tr>
<td>Rates</td>
<td>4,523</td>
<td>2,079</td>
<td>1,416</td>
<td>2,188</td>
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<td>User fees</td>
<td>1,824</td>
<td>1,312</td>
<td>5,099</td>
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<td>2,593</td>
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<td>Grants</td>
<td>1,312</td>
<td>2,464</td>
<td>2,069</td>
<td>2,494</td>
<td>2,563</td>
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<tr>
<td>Total</td>
<td>7,659</td>
<td>5,854</td>
<td>8,534</td>
<td>6,721</td>
<td>7,336</td>
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</table>
Sustainable capital expenditure

Council aims to ensure that our assets can be maintained at the expected levels while continuing to deliver services needed by our community. During 2012–13 a total of $2.002 million was spent on capital works across the Borough. This included a total of $1.795 million on renewals/upgrades and $207,000 on new assets.

Council recognises the importance of asset renewal, so it actively programs this expenditure into its annual Budget. Council’s rate of spending on existing infrastructure, property, plant and equipment compared to depreciation on its assets has been recognised by the Victorian Auditor-General’s Office (VAGO) as the best in the ‘small shire councils’ grouping and second best across all councils in Victoria.

Renewal gap (expenditure on asset renewal and upgrade as a percentage of depreciation), 2008–09 to 2012–13

Cash holdings

In total, holdings of cash and cash equivalents and financial assets have increased to $3.936 million during 2012–13. Included in this amount is $3.033 million in funds, $2.566 million of which is carried forward from previous years and earmarked for specific projects and $467,000 of which is set aside for Council to respond to future capital works opportunities.
Council currently holds an appropriate level of cash to ensure that liquidity remains strong and is above forecast levels.

Council has been assessed by VAGO as being medium risk in future years. This is based on the assumption that all planned capital projects will be fully completed each year, which is not the case. Thus, the actual resulting liquidity position will always be better than forecast.

Future planning

Council has many current and future demands on funding. The economic situation highlights the need for strong long-term planning and the targeted allocation of resources. This is achieved through the preparation of the Council Plan, the Long Term Financial Plan (10-year outlook), the Strategic Resource Plan (four-year outlook), the annual Budget and Council’s new Rating Strategy.

The continued development of these documents enables Council to identify and analyse trends of significance and provide for sound financial planning and decision making.

It is important that Council reflects upon its financial performance, ensuring it is sound and the community’s assets continue to be well managed, adequate cash reserves are held and satisfactory financial ratios are maintained.

The audited Financial Statements continue to present positive results for the Borough of Queenscliffe. Council’s sound and active financial management and decision making will see the achievement of long-term community service and asset management objectives.
It has been an interesting, productive and enjoyable year, highlighted by the transition to a new Council and the Borough of Queenscliffe’s 150th anniversary celebrations.

**A new Council**

The new Council was elected in October 2012, bringing a new, diverse skill set and a heightened sense of energy to the team.

Following a comprehensive induction program, the Councillors took no time at all to delve into their governance and planning responsibilities, including preparations for the development of the Council Plan 2013–2017.

The changeover to the new Council has been smooth. It has also been exciting as new ideas and different opinions have come forth. The result is sure to create some outstanding achievements and opportunities for the Borough throughout this Council’s four-year term.

**Community engagement**

Community engagement has been a primary focus for Council. A number of improvements have been made to the way that Council engages and informs the community – for example, through the new Council Plan Community Survey. These improvements have been reflected in the outstanding results achieved in the annual Local Government Community Satisfaction Survey. Highlights for the year included the following:

- The Borough of Queenscliffe was rated higher than the state-wide and ‘small rural councils’ group averages on all core performance measures.
- The score for ‘overall performance’ was two points higher than 2012 and eight points higher than the state-wide average.
- The score for ‘community consultation’ was three points higher than 2012 and six points higher than the state-wide average.
- The score for ‘informing the community’ was three points higher than 2012 and seven points higher than the state-wide average.
- The score for ‘overall Council direction’ was eight points higher than 2012 and the state-wide average.

**Encouraging volunteers**

Volunteerism and community participation continues to bind the Borough community together. This has been demonstrated in the delivery of local events, including the 150th anniversary celebrations, the success of our sporting clubs and the provision of services to the community by not-for-profit organisations.

The diverse volunteering opportunities within the Borough is encouraging and reflective of the central role that volunteers play in the health and wellbeing of residents and the community as a whole.

We’d like to take this opportunity to thank the Borough’s many volunteers for selflessly giving so much time and energy to the community’s sporting organisations and community groups. You are the fabric of this community.

Council continues to support local organisations through donations and the Community Grants program, which helps to facilitate new initiatives and projects that strengthen the governance, services and facilities of local organisations. A total of $210,816 in grants and donations was paid to local organisations throughout the year.

**Improving vital community services**

The 2011 Census highlights the Borough’s unique demographic trends, such as having the oldest age profile in Australia. This underlines the challenges associated with meeting the increasing demand for services and confirms the importance of Council’s aged and disability services in supporting people to live independently in their own homes.

Council’s commitment to and achievement of a zero waiting list for access to home and community care services provides a level of comfort to residents.

Council’s commitment to and achievement of a zero waiting list for access to home and community care services provides a level of comfort to residents.

At the other end of the age spectrum, Council has been working with the Queenscliff Kindergarten Committee, local schools and other local organisations to plan and support services that provide the ‘Best Start in Life’.

Towards the end of the year Council was taking quick action to arrange a new provider for Maternal and Child Health Services following the cessation of services by Bellarine Community Health.

**Developing a sustainable financial position**

A review of the Strategic Financial Plan has been undertaken to set the foundation for developing a sustainable financial position over the next 10 years.

Great progress has already been made through continual attention to maintaining service, infrastructure standards and prudent financial management. Achievements include:

- keeping rate rises to a minimum
- positive feedback from the review of Council’s Rating Strategy
- the Victorian Auditor-General’s Office assessment of the Council’s financial position and the ‘low risk’ rating achieved on all six indicators of financial sustainability
- a 27% improvement in the property risk management audit
- an estimated 20% savings against budget through a review of bank loan arrangements.

Council ended the year in a healthy financial position, with an underlying operating surplus of $165,000. This is a $204,000 improvement on the budgeted underlying deficit of $39,000. Council’s cash surplus of $217,000 will be transferred to the Asset Replacement Reserve to hold funds over for future years when asset renewal requirements will peak.

**Success in attracting grants for community facilities and local infrastructure**

Council has had significant success in attracting funds for community facilities and infrastructure from state and federal governments, thereby reducing the financial pressures on local ratepayers. A total of $2,562,927 in grant funding has been received – a 4% increase on the previous year.

This has enabled Council to undertake larger-scale infrastructure upgrades to local roads as well as start work on improvements to important community assets such as the Queenscliff Sports Club building (Monahan Centre), Point Lonsdale foreshore and the Queenscliff historic railway station precinct.
Central to the success in attracting grant funding has been:

1. good planning – involving local residents, community organisations and Council to clarify needs and determine the best way to address the gaps in the standard of facilities and infrastructure

2. building a strong case to other levels of government for grants to enable Council and the local community to achieve facility and infrastructure improvements.

Harnessing tourism opportunities

Tourism is a key component of the local economy, contributing $41 million per annum. Council has pursued and been successful in obtaining significant funding opportunities from other levels of government to plan for the future of several important areas in the Borough: Fort Queenscliff, Queenscliff Lighthouse Reserve and the Point Lonsdale Lighthouse Reserve. The realisation of these planning projects in future years will have long-lasting benefit to Borough’s economy.

Other economic development activities that have been conducted include facilitating business development seminars and hosting a number of television production companies that have profiled Queenscliff and Point Lonsdale.

The Queenscliffe Visitor Information Centre continues to provide excellent service to visitors and the local community. It has maintained its Level 2 Accreditation status and won the Human Resources Award at the Geelong Business Excellence Awards. Again, volunteers have contributed greatly to success of this important service.

Reducing our carbon footprint

Council continues to reduce its carbon footprint by implementing actions from its Sustainable Living Action Plan and Corporate Carbon Neutral Action Plan. Here are some of the highlights of the last financial year:

• thermal assessments were completed on five Council buildings
• energy-efficient lights were installed in Council buildings and caravan and camping parks
• 9,923 kilograms of e-waste was collected for recycling
• 105 kilograms of batteries were collected for recycling
• a ‘Think Recycle’ campaign was implemented to increase recycling rates in kerbside bins
• the amount of waste sent to landfill was reduced (1,529 tonnes compared with 1,726 tonnes in 2011–12).

Work on a Community (Carbon Neutral) Action Plan also commenced, with community consultation to determine priority actions.

In summary

2012–13 has been an extremely fruitful year, with 83% of Business Plan Priority Actions completed and a further 13% in progress. A number of outstanding results have been achieved, our direction has been set for the next four years and the foundations have been laid for several exciting projects to progress in 2013–14.

Councillors and Council officers continue to give their all for the ongoing improvement of the Borough of Queenscliffe. Their level of commitment, cooperation and enthusiasm is nothing short of brilliant and, for that, we sincerely thank them.

Cr Helene Cameron
Mayor

Lenny Jenner
Chief Executive Officer
The Borough was created in

May, 1863

Average household size

2.09

43.1% of the population is aged over 60
Borough of Queenscliffe profile

Fast facts

- 150 years strong
- 3,091 permanent residents
- 10.83 square kilometres in size
- 8% of the municipal area is foreshore reserves
- 42 kilometres of local road network
- 43.1% of the population is aged over 60
- 3,021 rateable properties.

The Borough of Queenscliffe comprises the coastal townships of Queenscliff and Point Lonsdale.

The Borough of Queenscliffe, the only Borough in Australia, was created in May 1863. In May 2013 the Borough of Queenscliffe Council and community celebrated its 150th anniversary.

Queenscliff was first and foremost built for government purposes. It provided postal, customs, health and telegraph services, lighthouse and signal services, military and defence establishments and the sea pilots service.

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

Perched above the point where Port Phillip Bay 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 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.
Location

The Borough of Queenscliffe is located at the eastern tip of the Bellarine Peninsula and opposite Point Nepean at Port Phillip Heads in Victoria, Australia. It is bordered by water on three sides: Port Phillip Bay, Swan Bay and Bass Strait. The only land border is the City of Greater Geelong on its west. It is approximately 105 kilometres south-west of Melbourne and 35 kilometres east of Geelong.

People are attracted to the Borough for its picture-perfect streetscapes; towering lighthouses; heritage buildings; contemporary living; vibrant coffee culture; great schools and kinder; maritime history; stylish new harbour; fashion boutiques and art galleries; fresh and gourmet produce; museums; live music; markets; the beach; and, most of all, its vibrant and inclusive community.

The Borough of Queenscliffe name

In 1836, when the first permanent settlement started here, the area was known as Whale Head. It was later changed to Shortland’s Bluff in honour of Lieutenant John Shortland, who took part in the surveying of Port Phillip.

In 1853, Lieutenant Governor La Trobe, who often holidayed here with his family, renamed the town ‘Queenscliff’ in recognition of Queen Victoria. At this time, Point Lonsdale was designated a battery reserve. It was not truly settled until the late 1880s once it became popular with holiday-makers.

In 1863 the Honourable TH Fellows forwarded to the Governor a hand-written memorial signed by 185 householders seeking declaration of a municipal area.

The memorial called for proclamation of the locality by the name of ‘The Municipal District of Queenscliffe’.

Later in 1863 the Victorian Parliament passed the Municipal Consolidation Act, and the Municipal District of Queenscliff became the Borough of Queenscliffe.

The modern understanding of the spelling is that Queenscliffe with the ‘e’ refers to the municipality whereas Queenscliff without an ‘e’ refers to the township.

The corporate seal was designed in 1864. The Latin text in the corporate seal ‘Statio Tutissima Nautis’ is loosely translated as a ‘safe harbour for seafarers’. 150 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.
Community

The Borough of Queenscliffe has a unique demographic profile of permanent residents. The following data is sourced from the ABS 2012 and Census 2011:

- There are 3,091 permanent residents living in 2,767 dwellings, with an average household size of 2.09.
- The 53% of private dwellings unoccupied during the 2011 Census is indicative of the large temporary population: many property owners only holiday or live part-time in the Borough.
- 53.2% of the permanent resident population lives in Point Lonsdale.
- 43.1% of the population is aged over 60.
- The three largest ancestries are Australian, English and Irish.
- 1,051 people (35%) have a tertiary qualification.
- 1,153 people are employed. There is a high proportion of retirees and semi-retirees.
- 64% of homes in the Borough of Queenscliffe have a broadband internet connection.

The Borough’s population fluctuates due to tourism and increases to 17,120 people over the summer period (source: national tourism data).

Age structure

Age structure is an important indicator of an area’s 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 2011.

| Percentage of population by age group, comparison of Borough of Queenscliffe and Victorian average in 2011 |
|-------------------------------------------------|-------------------------------------------------|
| Borough of Queenscliffe | Victorian average |
| Babies and pre-schoolers (0–4) | 4.2% | 6.4% |
| Children (5–17) | 12.8% | 16.0% |
| Adults (18–59) | 39.7% | 57.7% |
| Mature adults and seniors (60–84) | 38.5% | 17.8% |
| Elderly (85 and over) | 4.8% | 2.0% |

Source: www.profile.id.com.au/queenscliffe

Percentage of population

Our wellbeing

According to the VicHealth Indicators Survey 2011:

- Although we are older than the rest of Victoria, we are also healthier, with 62.9% of residents reporting ‘very good’ or ‘excellent’ health, compared with the state average of 54.3%.
- Our residents rated their wellbeing at 81.5 out of 100, compared with the state average of 77.5.
- When compared with the whole of Victoria, people living in the Borough have a significantly higher rating in the following areas:
  - volunteering (the highest in Victoria)
  - participation in citizen engagement
  - likelihood of attending arts activities and cultural events
  - feel safe walking alone during the day and at night (highest in Victoria)
  - likely to visit green spaces regularly (highest in Victoria).

When asked to describe the best thing about the Borough of Queenscliffe, top responses from residents themselves included:

- location, including a beautiful area and natural surroundings: 21%
- the beach and foreshore areas: 16%
- the community feeling/neighbourhood: 12%
- overall a good place to live: 10%.

(Source: 2013 Local Government Community Satisfaction Survey; JWS Research.)
Environment

The Borough of Queenscliffe is surrounded by coastal foreshore on three sides.

The Port Phillip Bay and Bass Strait coastlines of the Borough 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 Shortlands 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 has considerable responsibility for coastal and crown land management, with a number of foreshore reserves under its management. These comprise approximately 8% of the total municipal area (27 reserves totalling around 104 hectares) – the highest proportion of any municipality in Victoria.

The need to protect and enhance the Borough’s natural environment continues to be a high priority for Council as demonstrated through its Corporate Carbon Neutral Action Plan and the in-progress Community Carbon Neutral Action Plan.

Economy

The Borough’s economy is dependent on three major industry sectors. By annual economic output the largest contributors are:

- public administration and safety ($155 million)
- tourism ($41 million)
- construction ($38.6 million).

At the time of the 2011 Census, 1,153 people living in the Borough of Queenscliffe were employed and there were 1,561 jobs located in the Borough of Queenscliffe.

The major industry contributors to local jobs are:

- health care and social assistance (14.3%)
- education and training (11.7%)
- public administration and safety (11.2%)
- accommodation and food services (10.3%)
- retail trade (8.7%).

There are three primary retail and business precincts: Queenscliff Harbour, Hesse Street in Queenscliff and Point Lonsdale Village.
Your councillors

The current Council was elected to office in October 2012.

Cr Helene Cameron, Mayor

Cr Helene Cameron was first elected to Council in 2008 and was elected for a second term in 2012. She was elected Mayor for a one-year term at the Statutory Meeting of Council on 14 November 2012.

In her 17 years in the Borough, Cr Cameron has been actively involved with the Queenscliff Kindergarten, St Aloysius Catholic Primary School, Parents and Friends committees, fundraising auctions, playgroups and family groups, children’s services network and the Queenscliff High School Site Steering Committee.

Her interests include spending time with her children and family, reading, handicrafts and listening to music.

Portfolio: Community Wellbeing and Amenity*

Delegation to Council committees and reference groups:

- Australia Day Awards Reference Group (Chair)
- Community Grants Reference Group (Chair)
- 150th Anniversary Organising Reference Group (Chair)

Delegations to external organisations:

- G21 Health and Wellbeing Pillar
- Geelong Region Library Corporation Board
- Municipal Association of Victoria (deputy)

T 0448 887 728
E helene.cameron@queenscliffe.vic.gov.au

Cr Bob Merriman, Deputy Mayor

Cr Merriman was first elected to Council in 2008 and was elected for a second term in 2012.

Cr Merriman is actively involved with the community, particularly sporting clubs and organisations. He is a former Australian Industrial Relations Commissioner whose professional background includes the vehicle, building, electrical and civil construction industries. He is also a former chief of Cricket Australia, Councillor of Latrobe University and Trustee of the Bradman Foundation and Cats Foundation.

Portfolio: Governance and Finance*

Delegation to Council committees and reference groups:

- Governance and Finance Portfolio Reference Group
- Audit Committee
- Hesse Street Revitalisation Reference Group (Chair)
- Point Lonsdale Main Street and Foreshore Reference Group

Delegations to external organisations:

- G21 Economic Development Pillar
- G21 Sport and Recreation Pillar
- G21 Transport Pillar
- Association of Bayside Municipalities
- Geelong Otway Tourism Board

T 0428 437 994
E bob.merriman@queenscliffe.vic.gov.au

Cr Graham J Christie JP

Cr Christie relocated to the Borough in 2003 following a career within senior finance management roles with major corporations.

He has been heavily involved in driving business and tourism within the Borough. He has coached senior cricket teams and held senior roles within Probus, the local RSL (as a Vietnam Veteran) and the local Liberal Party.

He is a registered Justice of the Peace and has served on many working parties for community projects and local clubs. Cr Christie enjoys spending time with his grandchildren and family.

Portfolio: Local Economy*

Delegation to Council committees and reference groups:

- 150th Anniversary Organising Reference Group
- Hesse Street Revitalisation Reference Group

Delegations to external organisations:

- G21 Economic Development Pillar
- G21 Sport and Recreation Pillar
- G21 Transport Pillar
- Association of Bayside Municipalities
- Geelong Otway Tourism Board

T 0428 437 994
E graham.christie@queenscliffe.vic.gov.au
**Cr Sue Wasterval**

Cr Wasterval is a long-term resident of the Borough and previously worked as a senior occupational therapist and mental health professional.

She has been an active community worker on Council reference groups, environment associations, the committee of the Neighbourhood House and Council’s Australia Day Awards selection committee.

Cr Wasterval believes that the preservation of our beautiful bays, ocean beaches, open spaces, coastal vegetation, and historical buildings is essential for residents and visitors.

**Portfolio:** Sustainability and Local Environment*

**Delegation to Council committees and reference groups:**
- Audit Committee
- Australia Day Awards Selection Reference Group
- Botanic Gardens Project Reference Group (Chair)
- Point Lonsdale Main Street and Foreshore Reference Group

**Delegations to external organisations:**
- G21 Environment Pillar
- Barwon Region Waste Management Group Board

T 0428 395 784
E sue.wasterval@queenscliffe.vic.gov.au

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**Cr Susan Salter**

Cr Salter has lived in Queenscliff for nearly 30 years. She has been actively involved in or volunteered in a number of community organisations, book groups and community groups.

Cr Salter is a maths teacher at Bellarine Secondary College, Drysdale Campus, and is known to many community members thorough her various current and previous roles at the college.

Cr Salter was the president of the Queenscliff Neighbourhood House for 10 years. She has a particular interest in trees, especially historical and native, and has extensive experience in creating public gardens and managing public open spaces.

**Portfolio:** Planning, Heritage, Arts and Culture*

**Delegation to Council committees and reference groups:**
- Audit Committee
- Community Grants Reference Group
- Reconciliation Reference Group
- Botanic Gardens Project Reference Group
- Hesse Street Revitalisation Reference Group

**Delegations to external organisations:**
- G21 Arts and Culture Pillar
- Geelong Regional Library Corporation Board (deputy)

T 0428 398 966
E susan.salter@queenscliffe.vic.gov.au

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**Previous Council**

Prior to the 2012 elections, the following councillors had been in office for the previous four-year term:
- Cr Bob Merriman (Mayor)
- Cr John Burgess
- Cr Helene Butler (now known as Cr Helene Cameron)
- Cr Lloyd Davies
- Cr David Mitchell.

<table>
<thead>
<tr>
<th>Portfolio holder in previous Council</th>
<th>Names of portfolios in the Council Plan 2010–2013 and held by previous councillors</th>
<th>Names of portfolios in the Council Plan 2013–2017 and assigned to new councillors</th>
<th>Portfolio holder in current Council</th>
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<tbody>
<tr>
<td>Cr Bob Merriman</td>
<td>Governance, Finance and External Relations</td>
<td>Governance and Finance</td>
<td>Cr Bob Merriman</td>
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<td>Cr Lloyd Davies</td>
<td>Sustainability and Local Environment</td>
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<td>Cr Sue Wasterval</td>
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<td>Cr John Burgess</td>
<td>Business and Tourism</td>
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<td>Cr Helene Butler</td>
<td>Community Development</td>
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<td>Cr David Mitchell</td>
<td>Planning, Heritage and Community Assets</td>
<td>Planning, Heritage, Arts and Culture</td>
<td>Cr Susan Salter</td>
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</table>
Volunteers from the Queenscliffe Community Indigenous Plant Nursery providing native plants to families at Australia Day celebrations.
Council consists of

18 full-time
34 part-time
13 casual

staff

Residents are more likely to volunteer at least once a month

62.1%

than the state average (34.3%)
Organisation summary

The primary objective of Council is to endeavour to achieve the best outcomes for the local community, having regard to the long-term and cumulative effects of decisions.

In seeking to achieve its primary objective, Council manages a broad range of functions, activities and services that:

- promote the social, economic and environmental viability and sustainability of the municipal district
- ensure that resources are used efficiently and effectively and services are provided in accordance with the Best Value Principles to best meet the needs of the local community
- improve the overall quality of life of people in the local community
- promote appropriate business and employment opportunities
- ensure that services and facilities provided by the Council are accessible and equitable
- ensure the equitable imposition of rates and charges
- ensure transparency and accountability in Council decision making
- deliver the strategies and initiatives outlined in the Council Plan.

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 three teams as outlined at right.

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<th>Directorate</th>
<th>Primary areas of responsibility</th>
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<td>Executive Services (7 staff)</td>
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<td>• Governance</td>
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<td>• Communication</td>
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<td>• Citizenship and civic events.</td>
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<td>Planning and Infrastructure</td>
<td>• Animal management</td>
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<td>(21 staff)</td>
<td>• Boat ramp and parking</td>
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<td>• Building control</td>
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<td>• Building maintenance</td>
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<td>• Caravan park management</td>
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<td>• Coastal and crown land management</td>
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<td>• Sustainability and environment</td>
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<td>• Waste management.</td>
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<td>Corporate and Community Services (27 staff)</td>
<td>• Aged and disability services</td>
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<td>• Arts, recreation and cultural services</td>
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<td>• Event support</td>
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<td>• Finance, risk and audit</td>
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<td>• Information technology</td>
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<td>• Maternal and child health services</td>
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<td>• Tourism promotion</td>
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<td>• Visitor information</td>
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<td>• Youth services.</td>
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Staff team

The small team at the Borough of Queenscliffe comprises 55 people; however, the full-time equivalent is only 34.34 positions.

This includes:

- 18 full-time, 34 part-time and 13 casual staff
- 13 male and 42 female staff
- 10 community care workers
- six school crossing supervisors
- three local laws officers
- five tourism, economic development and visitor information services staff.

Council and the local community also benefit from the services of approximately 35 volunteers at the Queenscliffe Visitor Information Centre and other volunteers who support Council events and activities.

Executive Management Team

Council’s Executive Management Team (EMT) is led by the Chief Executive Officer and includes the General Manager of Planning and Infrastructure and the General Manager of Corporate and Community Services. EMT meets on a fortnightly basis.

Chief Executive Officer – Lenny Jenner

Lenny Jenner was appointed to the position of Chief Executive Officer in October 2008.

His qualifications include a Master of Arts (Social Policy), Bachelor of Education and Bachelor of Arts (Recreation).

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

General Manager Planning and Infrastructure – Phil Josipovic

Phil Josipovic was appointed to the position in November 2011.

Phil’s qualifications include a Masters in Business Administration and a Certificate of Technology in Civil Engineering.

As General Manager Planning and Infrastructure, Phil is responsible for overseeing the operations of the foreshore and caravan parks, planning, engineering, local laws, building surveying, environmental health services and the recently created sustainability functions of Council.

In addition to the management of functions and resources, the role involves providing professional advice to Council on a range of statutory matters.

General Manager Corporate and Community Services – Kerrie Weippert-Rowe

Kerrie Weippert-Rowe was appointed to the position in March 2013.

Kerrie’s formal qualifications are diverse – she is a Certified Practising Accountant (CPA) and has a Graduate Certificate in Commerce (Mathematics & Computing).

As General Manager Corporate and Community Services, Kerrie is responsible for several diverse portfolios including Corporate Services, Finance, Governance, Aged Care & Disability Services, Community Development & Tourism, Arts & Culture and Customer Service and Records.

Prior to Kerrie’s appointment these services were managed by Ev Wuchatsch under the title of General Manager Governance and Community. Ev was appointed to the position in January 2009. Ev has a Degree in Business and postgraduate training in industrial relations and is a Fellow of the Australian Society of Certified Practising Accountants (FCPA).

Staff profile

Staffing at the Borough of Queenscliffe, 2012–13

<table>
<thead>
<tr>
<th>Type of employment</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time</td>
<td>10</td>
<td>8</td>
</tr>
<tr>
<td>Part time</td>
<td>22</td>
<td>2</td>
</tr>
<tr>
<td>Casual</td>
<td>10</td>
<td>3</td>
</tr>
<tr>
<td>Total</td>
<td>42</td>
<td>13</td>
</tr>
<tr>
<td>Full-time equivalent</td>
<td>24.64</td>
<td>9.70</td>
</tr>
</tbody>
</table>

Pictured above: (L-R) Lenny Jenner, Phil Josipovic, Kerrie Weippert-Rowe.
Enterprise Bargaining Agreement

In 2012–13 the staff Enterprise Bargaining Agreement was renegotiated. The new Enterprise Bargaining Agreement No 8, 2013, will be valid until 15 January 2016.

The agreement relates to all staff not under a fixed term employment contract and provides general terms and conditions under which staff are employed. The agreement is underpinned by the Victorian Local Authorities Award 2001; therefore, any item not detailed in the agreement can be found in the award.

Staff changes and recruitment

For a small Council, the turnover in staff in 2012–13 was relatively significant. The following positions were recruited in the 2012–13 financial year:

- General Manager Corporate & Community Services (replacement due to retirement)
- Environmental Health Officer (replacement due to resignation)
- part-time Tourism Information Officer (replacement due to resignation)
- two casual Tourism Information Officers (one replacement due to resignation and one new recruitment for maintenance of accredited operational standards)
- Communications Officer (conversion from contract to permanent part-time)
- Senior Planner (replacement due to resignation – new employee did not commence until July 2013)
- part-time Customer Service Officer (replacement due to resignation – new employee did not commence until July 2013).

All positions were advertised in the Geelong Advertiser, Bellarine Echo and/or the Age, as well as on the Borough of Queenscliffe website. Extensive interview and selection processes were undertaken, with successful candidates being recruited to each position.

Equal employment opportunity

Council is committed to promote a workplace free of discrimination where each person has the opportunity to progress to the extent of their ability. Equal employment opportunity, or EEO, means the absence of discrimination or less favourable treatment with regard to a person’s employment. Council is committed to upholding the principles of EEO in all Council activities, as reflected in its Equal Employment Opportunity Policy.

In all policies and practices of the Council there shall be no discrimination relating to sex, marital status, parenthood, race, colour, national origin, physical or mental impairment, religious or political affiliation.

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

Employee performance

All staff participate in an annual performance appraisal with their direct supervisor. This provides a formal opportunity to assess individual and team performance, identify achievements and discover where improvements are required.

A core component of performance management is development. The appraisal process allows staff to review recent and current performance, plan for the future and identify training requirements and development opportunities.

Training and development

In 2012–13 a number of employees undertook training and professional development courses and attended conferences of benefit and relevance to their roles at the Borough of Queenscliffe. An indication of the types of training undertaken is as follows:

- Council report writing
- induction to local government
- incident reporting
- bullying in the workplace
- manual handling
- National Local Government Infrastructure and Asset Management Conference
- National Tourism and Events Excellence Conference.

One staff member also benefited from tertiary study assistance.

All new employees at the Borough of Queenscliffe undertake an extensive induction program covering all areas of Council’s operations as well as a tour of the Borough.

Occupational health and safety

The Borough of Queenscliffe is committed to providing a safe and healthy workplace for our staff, contractors, volunteers and visitors. Council’s occupational health and safety (OH&S) manual provides a clear framework with policies and procedures to guide the health, safety and welfare of all staff.

Council’s internal Risk Management Committee meets bi-monthly and discusses matters relating to OH&S. Ongoing OH&S training is a key element in our continuous improvement approach to health and safety performance. In 2012–13 staff participated in various training and information sessions in an effort to maintain awareness and reinforce the importance of OH&S. Topics covered included incident reporting and awareness, bullying in the workplace and manual handling.
Staff Consultative Committee

Under the requirements of the Enterprise Bargaining Agreement, the Borough of Queenscliffe has a Staff Consultative Committee which meets at least four times per year. 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 human resource 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
- provide a mechanism by which all employees may participate in the implementation of the Enterprise Bargaining Agreement and in changes to work practices brought about by the agreement
- consult on organisational matters affecting employees and their conditions of employment
- consult on organisational OH&S matters.

In 2012–13 the Staff Consultative Committee met on five occasions.

Appreciating our staff

Skilled, motivated and dedicated staff are critical to Council’s success. We strive to continually strengthen a culture that recognises, encourages and celebrates our employees’ achievements.

Staff who complete their six-month probationary period of employment with the Borough of Queenscliffe receive a personal letter of congratulations from the CEO for their contribution and ongoing hard work.

This year three employees were recognised for key service milestones:

- **30 years**: Michelle Bedggood
- **5 years**: Sharen Doull and Maree Greenwood.

Commitment to the Corporate Carbon Neutral Action Plan

Council staff are committed to upholding the principles of the Corporate Carbon Neutral Action Plan through proactively recycling and minimising energy use within the Council offices. A staff Green Team promotes sustainability practices to staff.

Initiatives have included:

- placing recycling bins at each workstation
- printing drafts documents on recycled paper
- having printers default to printing two-sided copies
- placing a recycling bin in the staff room for mixed recyclable products (i.e. paper, cans, plastic bottles, etc.) and a chook bin for food products (i.e. half-eaten apples, stale cake, etc.)
- having lights set to turn off after a period of inactivity within that area of the building
- where possible, encouraging staff to walk or ride (two bicycles are provided) to appointments
- where possible, purchasing stationery and cleaning supplies through environmentally responsible products and organisations
- collecting all polystyrene from deliveries for recycling
- using degradable, environmentally friendly dog poo bags.

Staff wellbeing

Council is committed to providing a workplace that upholds the health and wellbeing of the staff team. A number of programs were conducted in 2012–13 that contributed to a positive and healthy work environment, including the following:

Global Corporate Challenge

In May 2013 three teams, each consisting of seven employees of the Borough of Queenscliffe, entered the Global Corporate Challenge®, the world’s largest and most exciting workplace health and wellness program.

Each participating employee received two pedometers that use the motion-sensing technology found in smartphones to accurately track their daily activity (number of steps taken, kilometres ridden, etc). The employees record their daily activity levels via the Global Corporate Challenge website or mobile applications.

The more active a team is, the more instant rewards they receive. Instant rewards include progression along a virtual journey of the world, performance statistics, personalised motivational results videos, virtual trophies and certificates.

The program has seen a significant increase in employee health and wellbeing within the workplace. Employees have actively participated in brisk walks around the Borough during lunch breaks, and the fun of team competitiveness has boosted staff morale considerably.

Staff flu vaccinations

Flu vaccinations were accepted by 28 persons under the staff flu vaccination program. This was a slight increase from 25 in the previous year; however, given Council has 55 staff there is still scope for the vaccination rate to be increased.

Contribution to charity

During 2012–13 staff participated in several fundraising activities to raise money for local and national charities. This included: Alfred Transplant Unit, Australia’s Biggest Morning Tea, Daffodil Day, Geelong Animal Welfare, Give Where You Live, Movember, and Sids and Kids Red Nose Day.
Volunteers

Volunteers are the fabric of our society and without them our Borough would be a very different place to live in. Our volunteers provide a strong foundation for our community-minded culture.

Council is very proud of the high rate of volunteerism within the Borough of Queenscliffe. Residents in the Borough of Queenscliffe are more likely to volunteer at least once a month (62.1%) than the state average (34.3%) (source: VicHealth Indicators Survey 2011). Council believes that volunteering plays a central role in developing and maintaining a connected community, which, in turn, adds to our overall sense of wellbeing.

There are a number of ways that people can volunteer within the Borough of Queenscliffe, including the Council managed activities described below.

Visitor Information Centre

Volunteers at the Queenscliffe Visitor Information Centre facilitate customer service and share local knowledge of the community and tourism experiences with visitors. The Queenscliffe Visitor Information Centre offers volunteers a calendar of familiarisation tours, social functions, training opportunities and volunteer conferences. Currently there is a team of 35 volunteers who attend to over 48,000 visitor enquiries, 364 days of the year.

“I volunteer at the Queenscliff Visitor Information Centre because I live in small community and I want to give something back. I also enjoy meeting visitors from the wider area, interstate and overseas.” Jackie Taylor

Kids Busking for the Kids Festival

Kids Busking for the Kids is a street busking event at which buskers perform to raise money for the Royal Children’s Hospital Good Friday Appeal. Volunteers assist in a range of activities, including donation tin distribution and collection, Business Information Pack distribution, set-up and pack-down on the day of the event, raffle ticket selling, jumping castle supervision, acting as ambassadors on the Searoad Ferry, silent auction supervision and cash counting. This year the event had the support of 45 volunteers.

Australia Day Awards and Community Celebration

The annual Australia Day Awards and Community Celebration was held at the Queenscliff Town Hall. Volunteer tasks included helping to set up and pack down, serving refreshments and assisting with children’s activities. Over 20 local volunteers assisted in the running of the event in January 2013.

Volunteer celebration

In conjunction with National Volunteers Week in May 2013, Council hosted a civic function to applaud volunteers from across the community. Over 120 community volunteer representatives attended the function, where they Mayor formally said ‘thank you’ for the valuable contribution the volunteers make to the Borough of Queenscliffe community.
Awards and recognition

In 2012–13 Borough of Queenscliffe received two regional awards: the Corangamite Landcare Coastcare Community Award and the Geelong Business Excellence Human Resources Award (Queenscliffe Visitor Information Centre).

**Corangamite Landcare Awards**

**Borough of Queenscliffe, Bellarine Catchment Network and Swan Bay Environment Association, winner, Coastcare Category**

The Borough of Queenscliffe, in association with Bellarine Catchment Network and Swan Bay Environment Association, won a Coastcare Community Award in the 2013 Corangamite Landcare Awards.

These awards celebrate the contributions that individuals and organisations make to the environment in the Corangamite region.

Over five years a strong, energetic partnership project has flourished between the Bellarine Catchment Network, Swan Bay Environment Association and the Borough of Queenscliffe, inspiring many to become involved in the protection of the Narrows dunes Coastal Moonah Woodland.

The eroding terminal scour in the Narrows dunes, Queenscliff, was a risk to public safety. The scour was also a threat to Coastal Moonah Woodland, located behind it, as wind-blown sand was smothering vast areas of the woodland. Invasive weeds such as bridal creeper are a major threat to the woodland’s biodiversity values.

The group has done on-ground works and facilitated community awareness, involvement and research including:

- stabilising and rehabilitating major sections of the terminal scour, protecting the Coastal Moonah Woodland from being smothered by wind-blown sand and reducing public risk
- fencing scour slopes at top and bottom for public safety and erecting staggered wind barriers to reduce wind funnelling along the ridge in the Lovers Walk area
- developing a Vegetation Rehabilitation Plan for the terminal scour and ridge to guide plantings at the site using appropriate local provenance plant species (Bellarine Catchment Network)
- propagating more than 15,000 indigenous plants from local seed (provided by volunteers from Swan Bay Environment Association’s Queenscliff Community Nursery)
- assisting with planting days (community and individuals from the local and wider Bellarine community)
- assisting with the revegetation and helping the Bellarine Community Network to maintain sites by removing weeds (people from various cultural backgrounds in Conservation Volunteers Australia and National Green Jobs Corps, Gordon TAFE and Bellarine Secondary College). There is evidence of natural regeneration of indigenous species from the seed bank in stabilised areas.

Congratulations to all involved in this award-winning community partnership.

**Geelong Business Excellence Awards**

**Queenscliffe Visitor Information Centre, winner, Human Resources Award**

At the 2013 Geelong Business Excellence Awards the Queenscliffe Visitor Information Centre won the new specialist category for Human Resources. It was also nominated as a finalist in two other categories: Government and Social Enterprise, and Large Business or Division/Department of a business. The Queenscliffe Visitor Information Centre is already in the Hall of Fame given that it has received three previous awards.

The Geelong Business Excellence Awards showcase and recognise business excellence across the region, from micro and small businesses through to the larger organisations.

The award reflects the cohesive team environment our volunteers and staff, their level of commitment and the excellent volunteer program that is available to them. The Queenscliffe Visitor Information Centre believes in strong leadership and communication and this ethos is articulated to staff and volunteers through:

- daily communication diaries
- staff noticeboards
- weekly newsletters
- monthly familiarisation tours
- annual training days.

The whole team is encouraged to:

- be involved in the decision-making process
- provide suggestions
- collaborate in problem solving
- be well informed.

The Queenscliffe Visitor Information Centre is a valuable resource for visitors to the region and also provides a valuable community service by promoting local events and selling tickets to not-for-profit events, and is often the face of these events. The Queenscliffe Visitor Information Centre is open from 9am to 5pm every day except Christmas Day.
82% of Council Plan actions completed

$2.563 million in total grant funding received

90.56 tonnes of environmental weeds removed

Our performance

Governance, Finance and External Relations 42
Sustainability and Local Environment 46
Business and Tourism 50
Community Development 54
Planning, Heritage and Community Assets 60
Governance, Finance & External Relations

Providing accountable governance and long-term sustainable financial management.

At a glance

Primary focus areas

- Maximise external funding opportunities.
- Responsible management of financial, human and physical resources.
- Risk management.
- Promote strong community engagement and active community participation.
- Foster partnerships with community organisations, business, municipal neighbours and all levels of government.
- Ensure the integrity of planning on and around the municipal boundary.
- Work towards consolidating the remainder of Point Lonsdale into the Borough of Queenscliffe.
- Operate four Council-managed caravan and camping parks.
- Mayor and councillor support, including Council meetings.
- Citizenship ceremonies.
- Legislative compliance.
- Corporate systems and governance including records and information technology.
- Communications.
- Customer service.
- Rating and property services.

2012–13 successes

- The rate increase of 4.0% was 0.5% less than 2011–12 and remained one of the lowest rate increases (as a percentage) in the region and the state.
- $2.563 million in total grant funding was received – an increase of $98,500 (4%) over 2011–12.
- $197,000 in revenue was generated from cabin accommodation – a 9% increase over 2011–12.
- Overall Community Satisfaction Index Score of 68, which is an increase of two points from 2012 and is significantly higher than the state-wide average of 60.
- 87,647 visits to Council’s website, which is an increase of 23,697 from 2011–12.
- 52 media releases issued and 28 Mayor’s Columns published in local newspapers.
- The joint second most increased regional score (4%) after Council’s progress review of MAV Liability Mutual Insurance 2010–12 audit season was announced at this year’s MAV Insurance Best Practice Forum.
- A significant 27% improvement on Councils property risk management (JMAPP) audit, with a final audit result of 79% achieved.
- 20% budgeted saving in financing costs following review of Council bank loan arrangements from fixed to variable.
- Rated as equal to, or more favourable than, the ‘small councils group’ of 21 LGAs for VAGO’s financial sustainability measures.
- One of seven councils within the ‘small councils group’ assessed as low risk on all six indicators of financial sustainability as defined by VAGO.

2012–13 Business Plan priority actions

<table>
<thead>
<tr>
<th>2012–13 Business Plan priority actions</th>
<th>Council’s performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undertake an annual review of the Strategic Financial Plan</td>
<td>Completed</td>
</tr>
<tr>
<td>Minimise rate increases</td>
<td>Completed</td>
</tr>
<tr>
<td>Maximise state and federal grant revenue for community and Council Plan priorities</td>
<td>Completed</td>
</tr>
<tr>
<td>Maximise the return in Council assets within social and environmental constraints</td>
<td>Completed</td>
</tr>
<tr>
<td>Increase revenue by developing cabins and caravan parks</td>
<td>Completed</td>
</tr>
<tr>
<td>Seek to resolve key issues surrounding Queenscliff’s marine precinct</td>
<td>Completed</td>
</tr>
<tr>
<td>Investigate resource sharing with neighbouring municipalities and other organisations</td>
<td>Completed</td>
</tr>
<tr>
<td>Improve community input into Council’s Business Plan priorities</td>
<td>Completed</td>
</tr>
<tr>
<td>Continue process for municipal boundary relocation</td>
<td>Completed</td>
</tr>
<tr>
<td>Continue to improve the standard of customer service</td>
<td>Completed</td>
</tr>
<tr>
<td>Increase residents’ access to information and services through upgrading the Council’s website</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with Department of Defence to maximise community use and access as part of the proposed changes to the future use of Fort Queenscliff</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Level of community satisfaction

- Informing the community
- Overall Council direction
- Customer service
- Advocacy
- Community consultation
- Overall performance

State-wide average 2013  |  Borough of Queenscliffe 2013
Small rural shires average 2013  |  Borough of Queenscliffe 2012

(Source: Local Government Community Satisfaction Survey 2013, prepared by JWS Research.)
Achievements

Rate increase minimised

The rate increase of 4.0% was 0.5% lower than 2011–12; and was one of the lowest rate increases (as a percentage) in the region and the state. Council also finalised its new Rating Strategy, which was adopted at the ordinary meeting of Council on 26 June 2013.

State and federal grant revenue maximised

Total grant funding received by Council in 2012–13 was $2,563 million – an increase of $985,000 or 4% over the 2011–12 financial year. Note that $1,378 million is held in reserve and carried over for expenditure in the 2013–14 year.

Four successful funding programs are particularly noteworthy:

• The Victorian Government’s Country Roads & Bridges initiative has enabled Council to address major road and drainage renewal challenges in Cellibrand and Learmonth Streets in Queenscliff as well as road improvements across numerous local roads in Queenscliff and Point Lonsdale. In addition, the Honourable Terry Mulder, Minister for Transport, has agreed to Council’s request to address safety concerns and introduce new roundabouts at the corner of Point Lonsdale Road and Admans Street in Point Lonsdale and at the corner of Hesse, Symonds and Wharf Streets in Queenscliff.

• The Victorian Government’s Putting Locals First Program has resulted in funding for the upgrade of the Queenscliff Historic Railway and redevelopment of the Queenscliff Senior Citizens Centre to incorporate the needs of the Queenscliff Sea Scouts.

• The Victorian Government’s Community Works Program has funded stage 1 of the Point Lonsdale Foreshore Revitalisation Project.

• The Australian Government Regional Development Fund has funded stage 2 of the Point Lonsdale Foreshore Revitalisation Project.

Refer to page 76 for an overview of the grants and subsidies received.

Maximising return on Council assets

Three key opportunities for improving the return on Council assets have been undertaken in 2012–13.

The first initiative involves successfully attracting state government funding to prepare a plan for the future of Queenscliff Lighthouse Reserve and Point Lonsdale Lighthouse Reserve. A project brief has been completed and a tender advertised for this project. Tender selection will take place in July 2013.

Council also advertised a tender for the future use of the former Harry’s Café site in Princess Park, Queenscliff, and is in the process of negotiating a suitable lease arrangement for this site.

Finally, Council has reviewed opportunities to maximise return on Council assets and has determined to include funds in the 2013–14 budget to undertake the necessary planning to enable the sale of its residential zoned land in Murray Road, Queenscliff.

Improved community input into Business Plan priorities

Council has further extended its commitment to community input and participation in determining Council’s Business Plan priorities. This is clearly demonstrated in the community feedback received in response to the Council Plan Community Survey that resulted in 281 surveys completed and 1,807 comments recorded.

Council has continued its commitment to establishing and seeking community involvement in reference groups for significant community infrastructure and community planning projects.

Increasing information to residents

A number of significant improvements were made to Council’s website. The revamped website was launched on Saturday, 4 May to coincide with the Borough’s 150th anniversary. New features include a searchable list of upcoming events and activities, progress pages for current major projects and answers to frequently asked questions. Also provided are searchable directories for all businesses and community groups within Queenscliff and Point Lonsdale. The website has also been refreshed with a new design and a more welcoming homepage.

The total number of visits to Council’s website during 2012–13 was 87,647. This is an increase of 23,697 visits compared with the previous financial year.

In addition to the Council website, other web-based systems were introduced in 2012–13 to improve the level information provided to the community, including:

• a designated website for the Kids Busking for the Kids community event, which launched in March 2013

• an online Heritage Database with information on the many places in the Borough protected by heritage overlays. This is a joint initiative with Heritage Victoria and the Heritage Council of Victoria

• the introduction of an electronic tendering system (refer to page 72 for more information).

Other avenues that Council used to provide information to residents include:

• Borough Bites – four editions of the Borough Bites quarterly newsletter were published and sent to ratepayers in 2012–13.

• Media releases – 52 media releases were issued in 2012–13 compared with 17 in 2011–12; however, this included 10 in relation to the 150th anniversary celebrations.

• Mayor’s Columns in local newspapers – 28 Mayor’s Columns were published in local newspapers.

Long-term financial sustainability

Council has achieved excellent results against all local government areas (LGAs) in the ‘small councils group’ on the Financial Sustainability Index. The Financial Sustainability Index provides a score against four financial benchmarks:

1. underlying operating result as a % of total assets
2. debt as a % of own source revenue
3. capital spend as a % of total depreciation
4. asset renewal and upgrade as a % of depreciation over six years.

The results, which are either equal to or more favourable than the group average, highlight an overall continuing positive movement by Council towards long-term financial sustainability.

Within this ‘small councils group’, the Borough is one of seven councils that have been assessed as low risk on all six indicators of financial sustainability. This is a very positive result.
Disappointments

Unsuccessful grant applications

Council submitted several funding applications that were unsuccessful, including:

- Department of Justice Public Safety Infrastructure Fund – application for $250,000 for the Point Lonsdale Foreshore Revitalisation Project stage 3 – Village Park project
- Tourism Industry Regional Development Fund – application for $55,000 ($25,000 of this to be matching funding from Tourism Victoria) funding for a Tourism Development Plan for Fort Queenscliff
- Victorian Government Regional Development Victoria Putting Locals First – Local Community Initiatives – application for $125,000 to support Council’s 150th anniversary celebrations.

Support for proposed municipal boundary relocation

Council commissioned an independent telephone survey of residents living in the City of Greater Geelong area of Point Lonsdale to determine their level of support for a proposed municipal boundary change that would include all of Point Lonsdale in the Borough of Queenscliff.

Only 50% of residents surveyed indicated support for the proposed boundary change. The results of the survey were reported to the September 2012 ordinary meeting of Council, where Council resolved to refer this matter to the new Council for consideration.

In implementing this survey, there were some key challenges related to sourcing accurate, up-to-date information regarding the contact details of people owning property or living in the City of Greater Geelong portion of Point Lonsdale.

Challenges

Future use of Fort Queenscliff

Over the 2012–13 financial year Council continued to work with relevant members of parliament and senior government officers from the Department of Defence, the Victorian Government and Geelong Otway Tourism to maximise community use of Fort Queenscliff. The Mayor and CEO met with Senator Feeney, Parliamentary Secretary for Defence Support, at Fort Queenscliff on 25 March 2013 and discussed opportunities to undertake a development plan for Fort Queenscliff. Senator Feeney encouraged Council to make a funding application to the federal government’s relevant tourism development funding programs. Council completed funding submissions in June 2013 and it has since been announced that Council has been successful in securing funding to develop a tourism development plan for Fort Queenscliff.

Council has also formally requested that the federal government transfer responsibility for the committee of management for the Department of Defence ‘Colonel’s Cottage’ in King Street, Queenscliff, to the Council.

Fire Services Property Levy

This year councils across Victoria were told of the pending imposition of the state government imposed Fire Services Property Levy, which comes into effect on 1 July 2013. Under new state legislation, Council has no choice but to collect this state government levy via its municipal rates. Collection of this state government levy heralds a significant change to the role of local government and places an additional burden on Council in terms of administration and collection.

Year ahead

- Implement the Rating Strategy
- Implement the Fire Services Property Levy collection.
- Plan for the sale of the Council-owned residential zoned land in Murray Road, Queenscliff.
- Develop a Protected Disclosures Policy to reflect new legislation (refer to page 71).
- Staff training in business continuity management.
Sustainability and Local Environment

Living sustainably and protecting and restoring our diverse environment.

At a glance

<table>
<thead>
<tr>
<th>Primary focus areas</th>
<th>2012–13 successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Work towards being a carbon neutral Council and community.</td>
<td>• 9,923 kilograms of televisions, computers and other household electronic items collected at the e-waste collection event and diverted from landfill, compared with 4,500 kilograms in 2011–12.</td>
</tr>
<tr>
<td>• Promote sustainable energy, waste and water management practices.</td>
<td>• Launch of a new household battery recycling program, with 105 kilograms of batteries collected.</td>
</tr>
<tr>
<td>• Manage and maintain significant areas of open space and crown land.</td>
<td>• Joined the ‘Blinky Bulb’ fluorescent recycling program, with 52 tubes collected.</td>
</tr>
<tr>
<td>• Work in partnership with the community and other organisations to protect and restore the local environment and promote sustainable practices.</td>
<td>• 1,529 tonnes of waste sent to landfill compared with 1,726 tonnes in 2011–12, which is indicative of the success of recycling campaigns.</td>
</tr>
<tr>
<td>• Protect and restore landscapes and heritage plantings in the Borough.</td>
<td>• 90.56 tonnes of environmental weeds removed compared with 30.46 tonnes in 2011–12.</td>
</tr>
<tr>
<td>• Manage paths and trails.</td>
<td>• Implement recycling programs.</td>
</tr>
<tr>
<td>• Deliver waste collection, including general, recyclable, green and hard waste.</td>
<td>• 9,923 kilograms of televisions, computers and other household electronic items collected at the e-waste collection event and diverted from landfill, compared with 4,500 kilograms in 2011–12.</td>
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<table>
<thead>
<tr>
<th>2012–13 Business Plan priority actions</th>
<th>Council’s performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement Council’s Environmental Sustainability Plan</td>
<td>Completed</td>
</tr>
<tr>
<td>Implement a strategy to move the Council by 2013 and community by 2020 towards carbon neutrality</td>
<td>Completed</td>
</tr>
<tr>
<td>Advocate at all opportunities for a move to carbon neutrality</td>
<td>Completed</td>
</tr>
<tr>
<td>Seek funding opportunities to progressively implement the upgrade of the Queenscliff to Point Lonsdale shared pathway link</td>
<td>Completed</td>
</tr>
<tr>
<td>Implement the Council’s Tree Management Strategy</td>
<td>Completed</td>
</tr>
<tr>
<td>Implement the Weed Management Plan for the Borough of Queenscliffe in consultation with Bellarine Catchment Network and other key stakeholders</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with local environment groups and the community to reduce and prevent spread of noxious and environmental weeds in the Borough</td>
<td>Completed</td>
</tr>
<tr>
<td>Identify funding opportunities that would enable Council to progress a Wetlands &amp; Environment Management Strategy</td>
<td>Completed</td>
</tr>
<tr>
<td>Continue to advocate to State and Federal Governments for an extension of Port Phillip Bay (Western Shoreline) and Bellarine Peninsula Ramsar site to include the Core Wetlands and surrounding land of the Lonsdale Lakes Wetland Complex and Sand Island</td>
<td>Completed</td>
</tr>
<tr>
<td>Advocate for Lakers Cutting to be included in the Port Phillips Heads Marine National Park</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Level of community satisfaction

Environmental sustainability
- State-wide average 2013
- Borough of Queenscliffe 2013
- Small rural shires average 2013
- Borough of Queenscliffe 2012

Waste management

(Source: Local Government Community Satisfaction Survey 2013, prepared by JWS Research.)

Achievements

Corangamite Landcare Award winner

The Borough of Queenscliffe, in association with Bellarine Catchment Network (BCN) and Swan Bay Environment Association, won a Coastcare Community Award in the 2013 Corangamite Landcare Awards.

These awards celebrate the contributions that individuals and organisations make to the environment in the Corangamite region.

Over five years a strong, energetic partnership project has flourished between the Bellarine Catchment Network, Swan Bay Environment Association and the Borough of Queenscliffe, inspiring many people to be involved in the protection of the Narrows dunes and Coastal Moonah Woodland.

The eroding terminal scour in the Narrows dunes, Queenscliff, was a risk to public safety. The scour was also a threat to Coastal Moonah Woodland, located behind it, as wind-blown sand was smothering vast areas of the woodland. Invasive weeds such as bridal creeper are a major threat to the woodland’s biodiversity values.

The group has conducted on-ground works and facilitated community awareness, involvement and research activities including:

- stabilising and rehabilitating major sections of the terminal scour, protecting the Coastal Moonah Woodland from smothering by wind-blown sand and reducing public risk
- fencing scour slopes at top and bottom for public safety
- erecting staggered wind barriers to reduce wind funnelling along the ridge in the Lovers Walk area
- implementing a Vegetation Rehabilitation Plan for the terminal scour and ridge to guide plantings at the site using appropriate local provenance plant species
- propagating more than 15,000 indigenous plants from local seed (volunteers from Swan Bay Environment Association’s Queenscliff Community Nursery)
- assisting with planting days (individuals from the local and wider Bellarine community)
- assisting with the revegetation and helping BCN maintain sites by removing weeds (Conservation Volunteers Australia and National Green Jobs Corps, Gordon TAFE and Bellarine Secondary College)

It has been encouraging to see evidence of natural regeneration of indigenous species from the seed bank in stabilised areas.

Environmental weed management

During 2012–13 Council has implemented a range of strategies designed to reduce weed infestation in a number of locations where there are high vegetation conservation values.

A key action included extending the project partnership between the Borough of Queenscliffe Council and the BCN. This collaboration focuses on a range of environment improvement projects, including weed reduction at The Narrows in Queenscliff and the annual bridal creeper weed control program. In previous years, bridal creeper weed control has been done by aerial spraying; however, the evidence of success in using this method is inconclusive, so hand spraying will be trialled and evaluated in 2013–14.

In 2012–13 Council continued its good working relationship with the Conservation Volunteers Australia (CVA), with significant weed removal works completed at the Point Lonsdale foreshore (opposite the cemetery). The work of the volunteer Better Earth crews is to be extended to other locations in the Borough.

Extensive site remediation works, including weed reduction, waste removal and cliff face stabilisation, were also initiated in the aftermath of the grass fire adjacent to Swan Bay in Queenscliff. Ongoing intervention is planned at this site to improve vegetation values and minimise weed infestation.

Additional planting programs and weed removal works were undertaken at multiple sites, including areas adjacent to the Monahan Centre, Golightly Caravan Park and Dog Beach, utilising Correctional Services resources.

Council received funding in 2011–12 from the Corangamite Catchment Management Authority (CCMA) for weed management and revegetation activities to occur on foreshore and dune sites identified through a CCMA Coastal Tender funding program. This funding program is for a period of five years. Contractors have been appointed to carry out a range of weed management and revegetation activities on foreshore and dune sites identified through the management plans developed for the Narrows and Point Lonsdale Foreshore. On-ground works to date include localised fencing to secure sites, weeding, revegetation and general maintenance.
Environmental sustainability plan

During 2012–13 Council continued to implement priority actions from its Sustainable Living Action Plan including:

- implementing the following five actions from the Corporate Carbon Neutral Action Plan:
  1. establish a project page on Council’s website profiling emissions and actions taken to reduce greenhouse gas emissions
  2. implement prioritised energy efficiency opportunities identified during energy audits on Council facilities
  3. continue to monitor and investigate the most efficient public lighting technologies available
  4. investigate renewable energy generation options for Council facilities. This resulted in energy-efficient hot water systems being installed at a number of Council facilities (funded by federal grant) and a feasibility report on solar panel installation at the Council offices
  5. identify funding opportunities to progress renewable energy generation options
- completing the Working Towards Carbon Neutrality in the Borough of Queenscliffe project, funded through the Local Sustainability Accord, and submitting the final report to the Department of Environment and Primary Industries (DEPI). Project actions included:
  - thermal assessments on five Council buildings
  - installation of energy-efficient lighting in Council buildings and caravan parks
  - completion of draught-proofing works in two Council buildings
- organising and hosting a successful e-waste collection event in Queenscliff that recycled 9,923 kilograms of televisions, computers and other household electronic items, compared with 4,500 kilograms collected in 2011–12. It was attended by 241 residents compared with only 153 the year before
- working with nine partner Councils to progress the Climate Resilient Communities of the Barwon South West project, funded through the Sustainability Accord
- working with Barwon Regional Waste Management Group (BRWMG) and four partner Councils to design and implement the Think Recycle campaign to increase recycling rates in kerbside bins
- developing and launching a household battery recycling program, with nine collection containers located across Borough businesses and schools – 105 kilograms of batteries were collected in 2012–13
- joining the Blinky Bulb fluorescent recycling program and establishing a collection point at Council offices, resulting in 52 tubes being collected
- installing 32 recycling bins in Citizens Park and Princess Park under the ‘Don’t waste it. RECYCLE IT’ program funded by the Alcoa Foundation
- hosting a collection event in the Town Hall foyer for National Recycling Week accepting items not acceptable through the kerbside service, including polystyrene, CDs and DVDs, batteries, fluorescent tubes and mobile phones
- completing a community consultation process seeking comments and feedback on proposed initiatives to reduce carbon emissions as part of a Community (Carbon Neutral) Action Plan.
Disappointments

Unsuccessful funding applications

Council was unsuccessful in its application for funding from the Community Energy Efficiency Program (CEEP) to upgrade to energy efficient street lighting in residential streets. This is despite a successful trial of energy-efficient lamps in two streets in Queenscliff and Point Lonsdale.

Council will continue to explore funding opportunities to upgrade residential street lighting to energy-efficient alternatives as part of the bulk replacement scheduled in 2014.

Challenges

Regional waste challenges

A very real problem exists in relation to the disposal of waste within the region. Of particular importance to the Borough of Queenscliffe is green waste disposal options given the community’s high demand for a green bin service.

Currently the green waste bundles collected are delivered to the Point Henry transfer station. Here any contaminated material (such as wood, food, plastics and metals) is manually removed and the green organics are mulched. This is then used both for composting at a small facility in Camperdown and for rehabilitation of the Barrow Quarry in Point Wilson.

Unfortunately, the amount of green waste being accepted at the quarry cannot be increased. Given that green bins in the Borough will generate more waste than the current bundled green waste collection, the lack of available long-term options for green waste disposal in the region limits the Borough’s ability to introduce green waste bins.

Council continues to work with Barwon Regional Waste Management Group and City of Greater Geelong on a long-term solution to address this challenge.

Year ahead

- Facilitate community participation in the implementation of the Community Carbon Neutral Action Plan.
- Work towards a solution on increasing the green waste disposal capacity of the region.
- Secure funding to upgrade residential street lighting to energy-efficient alternatives.
Business and Tourism

Supporting local businesses and tourism by providing an environment in which they can flourish.

At a glance

<table>
<thead>
<tr>
<th>Primary focus areas</th>
<th>2012–13 successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Foster partnerships with business, industry and government to enhance the local economy.</td>
<td>• Filming in the Borough by six television production companies.</td>
</tr>
<tr>
<td>• Promote and support business and tourism opportunities.</td>
<td>• Assisted 48,448 walk-in visitors at the Queenscliffe Visitor Information Centre.</td>
</tr>
<tr>
<td>• Promote the unique natural and heritage attributes of the Borough.</td>
<td>• Conducted 51 Heritage Walks involving 579 participants.</td>
</tr>
<tr>
<td>• Provide an accredited Visitor Information Centre.</td>
<td></td>
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<tr>
<td>• Strengthen capacity of local businesses.</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>2012–13 Business Plan priority actions</th>
<th>Council’s performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implement opportunities arising from the Tourism Infrastructure Opportunities Study</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with local traders, Queenscliff Lonsdale Business &amp; Tourism Association and Bellarine Tourism to maximise tourism opportunities in the Borough of Queenscliffe</td>
<td>Completed</td>
</tr>
<tr>
<td>Improve and promote the calendar of events in the Borough</td>
<td>Completed</td>
</tr>
<tr>
<td>Encourage the development of improved community transport during peak tourism periods</td>
<td>Completed</td>
</tr>
<tr>
<td>Advocate for the development of the Point Lonsdale to Ocean Grove shared path</td>
<td>Completed</td>
</tr>
<tr>
<td>Access funding from the Victorian Government to develop a master plan for tourism accommodation development at the Queenscliff Lighthouse Reserve (Shortlands Bluff) and the Point Lonsdale Lighthouse Reserve (ToCH)</td>
<td>Completed</td>
</tr>
<tr>
<td>Support Geelong Steam Preservation Society to progress improvements to the Bellarine Railway Station facilities</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with the Department of Transport and event organisers to ensure the provision of free public transport to key events in the Borough</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Level of community satisfaction

<table>
<thead>
<tr>
<th>Business and community development and tourism</th>
</tr>
</thead>
<tbody>
<tr>
<td>State-wide average 2013</td>
</tr>
<tr>
<td>Small rural shires average 2013</td>
</tr>
</tbody>
</table>

(Source: Local Government Community Satisfaction Survey 2013, prepared by JWS Research.)

Achievements

Maximising tourism opportunities

During 2012–13 Council officers were involved in four key initiatives relating to working with local traders, the Queenscliff Lonsdale Business and Tourism Association (QLBTA) and Bellarine Tourism and maximising tourism-related opportunities. These included:

1. **Film and media production support**
   
   Council worked with a number of media organisations to ensure that opportunities were maximised during media visits. Filming was done for the TV series *What’s Up Down Under*, *Miss Fisher’s Murder Mysteries*, *Paddock to Plate with Matt Moran*, *Postcards*, *Country Style Magazine* and *Cox’s Big Break*.

2. **Industry development and support**
   
   Council facilitated business development seminars as part of the Geelong Small Business Festival, including a full-day seminar and Women in Business Networking dinner in partnership with the QLBTA Council.

   Council also assisted with a series of workshops held as part of Bellarine Tourism professional development program, coordinated the Small Business Mentoring Service and mobile unit visit to Queenscliff, provided assistance for the celebration of the Searoad Ferry 25th anniversary and coordinated social media training for business.

3. **Visitor Information Centre**
   
   The Queenscliffe Visitor Information Centre (VIC) assisted local groups in promoting and coordinating ticket sales for local events and festivals. Staff and volunteers undertook familiarisation visits to local tourism operators to gain first-hand experience of business products and services. The VIC coordinated regular Heritage Walks (tours) which included afternoon tea at various local historic cafes and restaurants.

4. **Economic development**
   
   Council participated in the Victorian Government project Regional Victoria Living Expo in April 2013, in partnership with City of Greater Geelong and Surf Coast Shire. The expo attracted 9,500 visitors, up 15% on the previous year.

   A follow-up open day was held on 1 June 2013, which was promoted at the expo, to encourage people to visit the region and consider relocating from Melbourne. The open day, supported by the QLBTA, attracted approximately 30 families, with 10 of these families choosing Queenscliff as a destination to experience and learn more about.

In addition, the Mayor, Cr Helene Cameron, has provided briefings on Council activities at a number of the monthly QLBTA meetings in 2013.

Local events calendar

During 2012–13 Council improved and promoted the calendar of events via:

- Social media – The Visitor Information Centre actively promoted local events with regular posts on its Facebook site. The VIC Facebook regularly ‘Shared’ detail of local events with its followers as well as the Visit Geelong Bellarine Facebook site.

- Borough of Queenscliffe website – Council officers updated event content as required and introduced an improved searchable calendar of events as part of the website upgrade.

- Industry communication – Council officers provided regular event details to QLBTA for inclusion in monthly e-newsletters for distribution to the QLBTA database.

Funding for master plans for the lighthouse reserves

In 2012–13 the Borough of Queenscliffe Council secured funding from the Victorian Government to undertake a master plan that sets out the future use of the Queenscliff Lighthouse Reserve and Point Lonsdale Lighthouse Reserve.

Following feedback from a range of community groups and residents, the project brief was finalised and the tender was advertised for suitably qualified consultants to prepare the plans. A number of high-quality submissions were received by the closing date and evaluation of submissions undertaken. The preferred consultant is expected to be appointed by late July / early August 2013.

Expressions of interest for membership of the two community reference groups (one for each lighthouse reserve) to inform this project were advertised, with a closing date of 2 August 2013.

Funding for Queenscliff Historic Railway Station precinct upgrade

During 2012–13 Council, in partnership with the Geelong Steam Preservation Society, was successful in securing a $500,000 Victorian Government grant under the Putting Local First funding program to upgrade the Queenscliff historic railway precinct. Works will include an upgrade of railway infrastructure, relocation of train maintenance activities as well as improvements to the Queenscliff Senior Citizens building to accommodate the needs of the Queenscliff Sea Scouts. A shared use and management agreement will form part of this development.
Queenscliffe Visitor Information Centre

The Level 2 Accreditation status of the Queenscliffe Visitor Information Centre has been maintained. Key activities at the Visitor Information Centre in 2012–13 included the following:

- 48,448 walk-in visitors were assisted
- a part-time Tourism Information Officer was appointed
- a base of 35 volunteers was maintained
- 51 Heritage Walks, totalling 579 participants, were conducted
- iPad technology was introduced as a tool to access tourism information
- staff and volunteers undertook three half-day, three full-day and one overnight local and regional familiarisation tours
- staff and volunteers undertook a full-day professional development seminar
- staff and volunteers were recognised for their level of service and excellent volunteer program and awarded the Human Resources Award at the Geelong Business Excellence Awards.

Disappointments

Shared pathway from Point Lonsdale to Ocean Grove

During 2012–13 Council continued to advocate for a shared pathway extending from Point Lonsdale to Ocean Grove. However, further advocacy and lobbying will be required to bring this priority to fruition. Related activities were as follows:

- The Victorian Government Department of Transport released the Victorian Cycling Strategy and Action Plan, which recognises the need for state government assistance in delivering shared pathway infrastructure projects that cross local government boundaries. The action plan also commits the state government to preparing a feasibility study and plan for an integrated regional bike trail network that includes the Borough of Queenscliffe and City of Greater Geelong.
- Colac Otway Shire, on behalf of G21 regional councils and Great South Coast councils, produced a Barwon South West Regional Trails Plan. This includes reference to the need for a feasibility study to examine an Ocean Grove to Point Lonsdale shared pathway.
- Council held positive discussions regarding the need for a feasibility study to examine an Ocean Grove to Point Lonsdale shared pathway with the Mayor and CEO of the City of Greater Geelong.

Challenges

Regional tourism structure

The restructure of regional tourism groups is still not complete. Council will need to consider its options and actively contribute to the redevelopment of Geelong Otway Tourism.

Year ahead

- Complete a master plan outlining the future use of the Queenscliff Lighthouse Reserve (Shortlands Bluff) and the Point Lonsdale Lighthouse Reserve.
- Commence Queenscliff Historic Railway Station precinct upgrade works and development of a shared use and management agreement between the Senior Citizens Club and Queenscliff Sea Scouts.
- Complete a Tourism Development Plan for Fort Queenscliff in consultation with the Department of Defence and community.
Volunteer guide conducting a Heritage Walk in Queenscliff
Community Development

Work in partnership with the community to build a strong, safe, inclusive and connected community.

At a glance

<table>
<thead>
<tr>
<th>Primary focus areas</th>
<th>2012–13 successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Promote the health and wellbeing of the community.</td>
<td>• 72% of residents are members of the Queenscliff Library. This is the highest membership per capita of all libraries within the region.</td>
</tr>
<tr>
<td>• Provide high-quality aged care and disability services.</td>
<td>• Support was provided to over 27 local events.</td>
</tr>
<tr>
<td>• Facilitate opportunities in sport, recreation, arts, cultural and civic activities.</td>
<td>• Nine Community Grants were awarded, totalling $18,252, compared with 14 grants in 2011–12 totalling $19,850.</td>
</tr>
<tr>
<td>• Support organisations in the delivery of local events.</td>
<td>• The 150th Anniversary Art Awards and Exhibition involved three galleries, 227 entries and three independent judges; $6,000 in prize money was awarded.</td>
</tr>
<tr>
<td>• Promote safe walking and cycling activity.</td>
<td>• 10 photographer boards were added to the Arts Trail.</td>
</tr>
<tr>
<td>• Support and encourage community projects.</td>
<td>• The Community Time Capsule, celebrating 150 years of the Borough of Queenscliffe, was buried.</td>
</tr>
<tr>
<td>• Manage the annual Community Grants program.</td>
<td>• 8,262 hours of Aged Care &amp; Disability Services were provided.</td>
</tr>
<tr>
<td>• Provide an environmental health service that promotes health gains throughout the Borough of Queenscliffe by ensuring legislative requirements are adhered to and education programs for relevant businesses and organisations are organised.</td>
<td>• The zero waiting list for access to Aged Care &amp; Disability Services was maintained.</td>
</tr>
<tr>
<td>• Maternal and child health services.</td>
<td>• 165 statutory public health audits were conducted from October 2012 to 30 June 2013.</td>
</tr>
<tr>
<td>• Youth programs.</td>
<td></td>
</tr>
<tr>
<td>• Ensure compliance with relevant Council Local Laws and educate community on key Local Law requirements.</td>
<td></td>
</tr>
</tbody>
</table>
### 2012–13 Business Plan priority actions

<table>
<thead>
<tr>
<th>Priority Action</th>
<th>Council's performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support local community organisations, civic events and arts, cultural and sporting activities in the Borough</td>
<td>Completed</td>
</tr>
<tr>
<td>Support local community initiatives through the Council’s Community Grants program</td>
<td>Completed</td>
</tr>
<tr>
<td>Promote volunteerism through Council’s Recognition Awards and ceremonies</td>
<td>Completed</td>
</tr>
<tr>
<td>Continue to plan the celebration of the 150-year anniversary of the Borough of Queenscliffe</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with Queenscliff Lonsdale Community Enterprise to increase support to local committees of management</td>
<td>In progress</td>
</tr>
<tr>
<td>Maintain a zero waiting list for access to Council’s Aged Care &amp; Disability Services</td>
<td>Completed</td>
</tr>
<tr>
<td>Develop a Footpath and Road Treatment Strategy for the Borough to increase pedestrian and road safety</td>
<td>Yet to commence</td>
</tr>
<tr>
<td>Advocate for improved public transport services and timetabling with regional organisations and state and federal government</td>
<td>Completed</td>
</tr>
<tr>
<td>Improve pedestrian safety, including advocating for reduced speed limits in residential streets without footpaths</td>
<td>Completed</td>
</tr>
<tr>
<td>Facilitate use of and access to public transport</td>
<td>Completed</td>
</tr>
<tr>
<td>Continue with the review of Council leases</td>
<td>In progress</td>
</tr>
<tr>
<td>Work with local groups interested in establishing a community garden on the high school site</td>
<td>In progress</td>
</tr>
<tr>
<td>Finalise the Precinct Plan for Queenscliff Recreation Reserve</td>
<td>In progress</td>
</tr>
<tr>
<td>Prepare a concept plan, quantity survey and costing for the development of netball courts at Queenscliff Recreation Reserve</td>
<td>Yet to commence</td>
</tr>
<tr>
<td>Source funding opportunities to implement priority works identified in the Hesse Street Revitalisation Project</td>
<td>Completed</td>
</tr>
<tr>
<td>Source funding opportunities to implement priority works in the Point Lonsdale shopping precinct</td>
<td>Completed</td>
</tr>
<tr>
<td>Improve Municipal Emergency Management Planning</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with the Country Fire Authority and State Emergency Service to improve community awareness and participation in responses to emergencies</td>
<td>Completed</td>
</tr>
<tr>
<td>Maintain regular dialogue with the Victoria Police</td>
<td>Completed</td>
</tr>
<tr>
<td>Review the Council’s Health &amp; Wellbeing Plan</td>
<td>In progress</td>
</tr>
<tr>
<td>Work with the Point Lonsdale Boardriders Club and the Point Lonsdale Surf Life Saving Club to progress their future accommodation needs</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with and support the Queenscliff Kindergarten Committee of Management to progress strategic planning and improve infrastructure and services to children and families in the Borough</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Level of community satisfaction

<table>
<thead>
<tr>
<th>Service</th>
<th>Borough of Queenscliffe 2013</th>
<th>Borough of Queenscliffe 2012</th>
<th>Small rural shires average 2013</th>
<th>State-wide average 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enforcement of local laws</td>
<td>75</td>
<td>75</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Community and cultural activities</td>
<td>70</td>
<td>70</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>Art centres and libraries</td>
<td>85</td>
<td>85</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Elderly support services</td>
<td>80</td>
<td>80</td>
<td>85</td>
<td>85</td>
</tr>
<tr>
<td>Family support services</td>
<td>80</td>
<td>80</td>
<td>85</td>
<td>85</td>
</tr>
</tbody>
</table>

(Source: Local Government Community Satisfaction Survey 2013, prepared by JWS Research.)

Australia Day Awards

The annual Australia Day Awards were held in conjunction with community Australia Day celebrations on 26 January 2013. Award recipients in 2013 were as follows.

Citizen of the Year – Wayne Pecar

Wayne is an active volunteer with a number of clubs and organisations, including Rotary Club of Queenscliffe, Point Lonsdale Christmas Tree Committee, Point Lonsdale Surf Lifesaving Club and Point Lonsdale Primary School.

Young Citizen of the Year – Brendan Fahey

12-year-old Brendan Fahey, a student of Queenscliff Primary School, produced a book about Swan Bay titled *The Land is Alive*, which he presented to the Borough of Queenscliffe councillors and Executive Management Team in September 2012. Brendan has been actively involved in the community through Shave for a Cure, 40 Hour Famine, performing at Kids Busking for the Kids, participating in the Geelong and Bellarine Network Young Leaders Conference 2011 and other activities.

Community Event of the Year – Queenscliffe Bricks, Rotary Club of Queenscliffe

Queenscliffe Bricks was a display of models built by the Melbourne LEGO User Group for LEGO enthusiasts. It was held at the Point Lonsdale Primary School hall in June 2012.

Community Service of the Year – Breast Cancer Awareness Community Forum, Cosmopolitan Masonic Lodge No. 96

In conjunction with Bellarine Community Health, the Cosmopolitan Lodge No. 96 organised a Breast Cancer Awareness Community Forum in October 2012. This event was attended by 40 men and women.

Community Environment Project of the Year – Queenscliffe Community Garden

The Queenscliffe Community Garden at the Queenscliff Primary School provides an opportunity for members of the community to come together and learn new skills in the area of food production and sustainability.
Achievements

150th anniversary celebrations

During 2012–13 Council coordinated a range of planning meetings and activities associated with the Borough of Queenscliffe’s 150th anniversary celebrations, including:

• 11 meetings of the 150th Anniversary Organising Reference Group throughout 2012–13
• a civic reception with the Governor of Victoria on Saturday, 4 May 2013, with guests from 60 community groups and associations
• preparation of the artefacts and submissions for inclusion in the Community Time Capsule
• a special 150th anniversary community concert at the Queenscliff Town Hall
• the 150th Anniversary Art Awards and Exhibition, involving three Borough galleries, 227 entries and three judges
• an arts projection exhibition on Saturday, 4 May, and Old Time Films screening on Sunday, 5 May
• installation of 10 historic photographer boards as part of the Arts Trail and production of an Arts Trail information brochure
• a special 150th anniversary program booklet of all celebratory events and activities
• a commemorative ‘wrap’ around the May edition of the Queenscliffe Herald newspaper
• a range of 150th anniversary merchandise, including magnets, spoon and lapel pins
• a school arts activity program with paste-ups and family trees
• design and production of a suite of 150th anniversary banners and flags
• a ‘thank you’ afternoon tea for the 150th Anniversary Organising Reference Group.

Supporting local events

During 2012–13 Council supported a range of community, sporting and cultural events. The key events included the following:

• Civic events
  150th anniversary civic reception | Australia Day Awards and Community Celebration | Community Grants Reception | Volunteer Celebration | Anzac Day services

• Arts and cultural events
  Seniors Week celebrations | 150th Anniversary Art Awards and Exhibition | 150th anniversary artist projection project | 150th anniversary community concert | 150th anniversary theatre vignettes | 150th anniversary school paste-up activity | seniors’ musical mornings | Sea of Words Festival | Lighthouse Film Festival | St Kilda Film Festival | Music in the Rotunda | Kids Busking for the Kids | Queenscliff Music Festival | Queenscliff Rod Run | Sand Sculpture Contest

• Sporting activities
  Skate, Scoot and BMX competition | Rip View Swim Classic | Rip to River Run | Nippers Carnival | Blue Water Swim Challenge | Round the Bay in a Day

• Community organisation events
  Rotary Club of Queenscliffe – Queenscliffe Bricks | Lighting of the Christmas Tree | Queenscliff Maritime Museum’s Maritime Weekend | International Lighthouse Weekend

The Kids Busking for the Kids event once again raised over $20,000 for the Royal Children’s Hospital Good Friday Appeal. Highlights of the day included:

• the Channel 7 live cross and local kids performing Gangnam Style with Channel 7 presenter Amy Parks
• over 70 buskers performing throughout the day
• a designated event website – www.kidsbuskingforthekids.com.au

Community Grants

Nine Community Grants were awarded at a Community Grants Ceremony on 9 August 2012, attended by 22 people. The total value was $18,252, compared with 14 grants in 2011–12 totalling $19,850.

Administration of the 2013–14 round of Community Grants commenced in February 2013. The round opened on 6 May 2013 and closed on 14 June 2013, with 14 applications received. The 2013–14 Community Grants will be considered by Council at its July 2013 ordinary meeting.

A zero waiting list for Aged Care & Disability Services

Council has continued to maintain the zero waiting list status for access to Aged Care & Disability Services – a very significant achievement given the demographic profile of the Borough of Queenscliffe (refer to page 26) and demand for services.

Council provided 8,262 hours of Aged Care & Disability Services, consisting of:
Funding secured for Point Lonsdale Village

Council was successful in securing several state and federal government grants that will result in improved infrastructure at the Point Lonsdale Village (shopping precinct):

- Country Roads & Bridges funding was allocated to the construction of a new roundabout at the corner of Point Lonsdale Road and Admans Street, Point Lonsdale. This will include placing the powerlines underground.
- State Government – Local Government Infrastructure Funds and Community Works funding was allocated to stage 1 of the Point Lonsdale Foreshore Revitalisation Project, which will result in a viewing platform overlooking the Rip.
- State Government – Local Government Infrastructure Funds and Federal Government Regional Development Australia funding was allocated to stage 2 of the Point Lonsdale Foreshore Revitalisation Project, which will result in significant foreshore improvements and the undergrounding of powerlines in the central shopping precinct from Admans Street to Kirk Road.

Use of Queenscliff Library

Use of the Queenscliff Library is extremely high, with membership held by 72% of Borough of Queenscliffe residents. This is the highest membership rate of any Local Government Area within the region, with the next highest being City of Greater Geelong, with 38%.

Environmental health activities

Since October 2012 Council has directly employed an Environmental Health Officer. This service was previously provided under contract to the City of Greater Geelong.

Key activities undertaken in 2012–13 as part of Council’s environmental health service included the following:

- 35 food recalls were actioned.
- The annual mosquito control program, which involves monitoring and treating of public sites as required, as well as trapping and identifying mosquito species, was implemented from August 2012 to March 2013.
- Since the inception of the electronic environmental health data base system in October 2012, Council conducted:
  - 101 food safety assessments (including mandatory and non-compliance inspections)
  - 24 assessments of accommodation and beauty treatment services, and
  - 40 tobacco inspections.
- The food sampling compliance rate for the sampling period (March 2012 to February 2013) was determined to be 80%.
- The Department of Health and MAV cigarette sales to minors program resulted in ‘no sales’ of cigarettes, which demonstrates a high level of compliance by tobacco retailers in the Borough.
- Caravan parks were audited by the Country Fire Authority in relation to health, emergency management plan and fire fighting requirements.
- A ‘smoke free beaches’ policy was implemented with the introduction of new legislation banning smoking at all patrolled beaches in Victoria from 1 December 2012.

Disappointments

Footpath and Road Treatment Strategy

The development of a Footpath and Road Treatment Strategy has been delayed as a result of substantial demands on Council staff to complete significant capital projects during the 2012–13 financial year. The development of the strategy has been rescheduled to be completed in 2013–14.

Challenges

Maternal and child health services

Towards the end of the financial year Council was advised by Bellarine Community Health that they would no longer deliver Maternal and Child Health services on behalf of the Borough of Queenscliffe beyond the 30 June, 2013. To ensure the continuity of this important service with minimal disruption to the parents and children of the Borough, Council has been working closely with the City of Greater Geelong to finalise arrangements to provide this from the Queenscliffe Neighbourhood House, from the commencement of the 2013–14 year.

Proposed Botanic Gardens

The Botanic Gardens Project Reference Group has been working with Council to progress work on the proposed Botanic Gardens and community garden. A consultant has been appointed to develop a concept design and a meeting has been held to discuss the design parameters and concepts for the site.

Council officers are currently reviewing a working brief developed by the consultant that includes key tasks and a proposed timeline. Work on the concept design is expected to commence in August 2013.

Hesse Street Revitalisation Project

In 2012–13 Council allocated Local Government Infrastructure Funds to the implementation of priority works identified in the Hesse Street Revitalisation Project. Priorities identified by the Hesse Street Revitalisation Reference Group include the introduction of street trees, installation of an additional pedestrian crossing, renewal of the existing pedestrian crossing and renewal of street furniture.

A concept design, including selection of ornamental pear trees for the street trees, was completed and endorsed by the reference group and then submitted to VicRoads for formal approval. Planting of the ornamental pear trees was scheduled to be completed by the end of July 2013, with the new street furniture to be installed by the end of August 2013.

Tender documents will be developed for the pedestrian construction works and will be awarded before the end of December 2013. Pedestrian crossing works will commence after stakeholder consultation to ensure the least amount of disruption to trade during summer peak holiday period.

Clubhouse for Point Lonsdale Boardriders Club and the Point Lonsdale Surf Life Saving Club

During 2012–13 a number of discussions were held with the Point Lonsdale Surf Life Saving Club with the aim of assisting the club to find a suitable location for a new club headquarters. The club has identified a preferred long-term site to meet their requirements and Council will consider this early in 2013-14.

In terms of immediate needs, discussions were also held with the Point Lonsdale Boardriders Club, with in-principle agreement reached to use the engine shed at the Point Lonsdale Lighthouse Reserve site on a short-term basis (up to five years), subject to agreement from the Victorian Department of Environment and Primary Industries.
The Boardriders Club will undertake the required work to make the building fit for purpose with assistance provided by Council through the Community Grants program. Point Lonsdale Boardriders Club provided a scope of works to bring the engine shed to a standard suitable for their use. Given the lighthouse reserve is subject to a precinct heritage overlay of state significance and requires approval from Heritage Victoria for any works, Council is currently awaiting confirmation from Heritage Victoria that the proposed works do not require a Heritage Victoria permit.

**Concept plan for netball courts at Queenscliff Recreation Reserve**

A review of caravan park operations was undertaken during 2012–13 that will inform the proposed Queenscliffe Recreation Reserve Master Plan. When completed, the master plan will identify the preferred location of netball courts and concept design and quantity survey work will commence.

**Year ahead**

- Complete the Queenscliff Recreation Reserve Master Plan.
- Work with the Point Lonsdale Boardriders Club and the Point Lonsdale Surf Life Saving Club to progress their future accommodation needs.
- Work with and support the Queenscliff Kindergarten Committee of Management to progress strategic planning and improve infrastructure and services to children and families in the Borough.
- Progress the Footpath and Road Treatment Strategy.

*The Hesse Street Revitalisation works commenced in July 2013, launched by Cr Helene Cameron, Mayor, and Stuart Hansen, Projects and Contracts Engineer*
Planning, Heritage & Community Assets

Striving to ensure development sustains and enhances the character of the natural and built environment.

At a glance

<table>
<thead>
<tr>
<th>Primary focus areas</th>
<th>2012–13 successes</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Ensure development is in accordance with the Queenscliffe Planning Scheme.</td>
<td>• Online Heritage Database introduced.</td>
</tr>
<tr>
<td>• Ensure responsive, high-quality planning outcomes.</td>
<td>• A road pavement report was completed and road reseals were carried out on 11 roads.</td>
</tr>
<tr>
<td>• Statutory planning.</td>
<td>• Thermal energy assessments were conducted on four Council buildings.</td>
</tr>
<tr>
<td>• Strategic land use planning.</td>
<td>• Condition assessments were completed on all roads, kerbs and channels and footpaths.</td>
</tr>
<tr>
<td>• Provide a heritage advisory service.</td>
<td>• The Point Lonsdale Foreshore Revitalisation Master Plan was endorsed and funding secured for stages 1 and 2.</td>
</tr>
<tr>
<td>• Effectively manage community assets including community facilities, roads, paths, kerbing, parks, open space, drainage and street trees.</td>
<td></td>
</tr>
<tr>
<td>• Improve the development of community infrastructure.</td>
<td></td>
</tr>
<tr>
<td>• Enhance traffic management.</td>
<td></td>
</tr>
<tr>
<td>• Tender and contract management.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2012–13 Business Plan priority actions</th>
<th>Council’s performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Progress the review of the Borough of Queenscliffe Planning Scheme</td>
<td>In progress</td>
</tr>
<tr>
<td>Implement Council’s Asset Management Plan</td>
<td>Completed</td>
</tr>
<tr>
<td>Implement priority recommendations from the Geotechnical Cliff Safety Assessment at Point Lonsdale</td>
<td>In progress</td>
</tr>
<tr>
<td>Continue to advocate for Victorian Government funding for additional groynes at Point Lonsdale beach and management of sand and drainage on the promenade</td>
<td>Completed</td>
</tr>
<tr>
<td>Implement priority recommendations from the Climate Change Risk Assessment report</td>
<td>Completed</td>
</tr>
<tr>
<td>Review Council’s Road Management Plan</td>
<td>Yet to commence</td>
</tr>
<tr>
<td>Finalise and confirm priority actions for the Point Lonsdale Shopping Centre precinct</td>
<td>Completed</td>
</tr>
<tr>
<td>Undertake investigation and design works, and construction as required, for pedestrian safety measures at Flinders and Henry Streets in Queenscliff in consultation with VicRoads</td>
<td>In progress</td>
</tr>
<tr>
<td>Improve road edges in Point Lonsdale for pedestrian safety and amenity</td>
<td>Completed</td>
</tr>
<tr>
<td>Advocate to VicRoads for improved pedestrian safety measures and roundabouts in priority locations</td>
<td>Completed</td>
</tr>
<tr>
<td>Work with Powercor and relevant landowners to progress implementation of undergrounding of powerlines in Point Lonsdale and at Queenscliff Recreation Reserve and Victoria Park</td>
<td>Completed</td>
</tr>
</tbody>
</table>
Level of community satisfaction

- Planning and building permits
- Council’s general town planning policy
- The appearance of public areas
- Recreational facilities
- Parking facilities
- Traffic management

(Source: Local Government Community Satisfaction Survey 2013, prepared by JWS Research.)
Achievements

Heritage Database

In May 2013 an online Heritage Database was launched as part of the 150th anniversary celebrations.

The Borough of Queenscliffe has many significant buildings, structures, precincts and trees that are protected by heritage overlays. These heritage places reflect the rich and diverse history of the Borough and the character of the properties here.

The new database enables users to search for specific properties based on key words or the street address. It provides images of the site or building, the heritage overlay details, and a description of the significance and history of the place.

The Heritage Database is a joint initiative of the Borough of Queenscliffe and Heritage Victoria, and has been made possible with funding assistance from the Heritage Council of Victoria. The Heritage Database is located on Council’s website at www.queenscliffe.vic.gov.au.

Asset Management Plan implementation

Council’s asset renewal programs emanating from the Asset Management Plan are reviewed annually to ensure that Council’s assets are fit for purpose. Council’s Road Asset Renewal Program, involving road pavement repair and various road reseals, was successfully completed in March 2013. The 2013 program included works on:

- Ann Street
- Beach Close
- Downton Crescent
- Grimes Road (Point Lonsdale Road to Downton Crescent)
- Johnstone Street
- McDonald Road
- Mercer Street
- Old Geelong Road
- Sara Street
- Stevens Street (Hobson Street to Stokes Street)
- Waiora Court.

In addition to the Council-funded program outlined above, two large-scale road renewal projects were undertaken through the Victorian Government funded Country Roads & Bridges program. Learmonth Street, between Stokes and Hobson Streets, and Gellibrand Street, between King and Wharf Streets, were subject to major under-road drainage renewal and road reconstruction projects. The state government’s funding has enabled Council to undertake these two important major projects within the 2012–13 year. It would otherwise have been difficult for Council to fund these independently.

Disappointments

Queenscliffe Planning Scheme Review

The review of the Queenscliffe Planning Scheme is a legislative requirement and commenced in 2011–12. The review was delayed for some time due to a staff changeover in the General Manager Planning & Infrastructure role.

During 2012–13 Council arranged for a peer review on the draft consultant’s report reviewing the Queenscliffe Planning Scheme. Subsequent changes have been made. A final draft report was completed in December 2012 and is currently being reviewed by Council.

Council has resolved to conduct a community consultation process on the final draft report that details proposed changes to the Queenscliffe Planning Scheme. This consultation will include two community forums – one in Queenscliff and one in Point Lonsdale – to seek public comment on the proposed changes. The community consultation is expected to commence before the end of 2013.

Road Management Plan Review

The review of Council’s Road Management Plan was not undertaken in 2012–13 due to the significant workload associated with implementing the road reconstruction projects as part of the Victorian Government Country Roads & Bridges program and the federal government Roads to Recovery program.

However, during 2012–13 Council did undertake a condition assessment of all roads, kerbs and channels and footpaths in the Borough. The results of this report will be presented to Council in the first quarter of 2013–14 and will inform the review of the Road Management Plan, which has been rescheduled to 2014–15.

Planning application processing rate

In 2012–13 only 53% of planning permits were decided within the 60-day statutory time frame compared with 73% in 2011–12 and 80% in 2010–11. This is 15% less than Council’s target of 70%.

The reduced throughput of planning applications and the time taken to complete assessments within the prescribed statutory time frames was primarily due to:

- the workload on Council’s limited planning resources resulting from strategic planning works, namely the Ferry Terminal Planning Scheme Amendment and the Queenscliffe Planning Scheme Review
- the significant challenge in recruiting a new Senior Planner given the industry-wide shortages of qualified and experienced statutory and strategic land use planners. In this period Council relied on external consultants for approximately four months until a new Senior Planner was employed
- the caretaker period for the local governments, which delayed consideration of several planning applications in October and November.

Challenges

Point Lonsdale cliff safety

Following a Victorian Government review of the Geotechnical Cliff Safety Assessment for Point Lonsdale, a decision was taken by the state government to consider alternative risk management strategies to those suggested in the assessment. These alternative strategies were developed with the Department of Environment and Primary Industries to include issues such as the increasing erosion at Dog Beach.

DEPI has advised that, as part of the general risk mitigation issue for this area, experts have been engaged to carry out new assessments of the Point Lonsdale foreshore. Project delivery of the recommendations of the Geotechnical Cliff Safety Assessment is dependent on these new assessments. The final assessment is scheduled to be completed late in 2013.
Year ahead

- Continue to progress the Queenscliff Sports Club Building (Monahan Centre) Enhancement Project.
- Continue renewal works at the Queenscliff Maritime Museum.
- Renew one of the two Nelson Street pumps.
- Develop a Heritage Strategy.
Celebrating 5 years
Exploring the Queenscliffe Maritime Museum

Year in Review 5
Your Council 23
Our people 31
Our performance 41

Corporate governance 65
Financials 83
References 169
Councillors were re-elected in the local government elections on 27 October 2012.

$210,816 grants and donations provided to local organisations

708 animals registered

Corporate governance

Council governance 66
Organisation governance 72
Local government performance indicators 80
Community satisfaction 81
The value of good governance

Good governance is vital to ensure accountability, fairness and transparency for all of our stakeholders: management, employees, state and federal governments and their authorised bodies, and our community.

It encompasses making clear the legislation and regulations under which we operate, along with those local laws we are authorised to make; our decision-making processes; delegations of authority; effective risk management systems and processes; frameworks for planning; monitoring operational effectiveness; and performance management.

Council’s role

The Borough of Queenscliffe is one of 79 Victorian councils that derive their roles, powers and functions primarily from the Local Government Act 1989.

Under section 3D of the Act:

1. A council is elected to provide leadership for the good governance of the municipal district and the local community

2. The role of a council includes:
   a. acting as a representative government by taking into account the diverse needs of the local community in decision making
   b. providing leadership by establishing strategic objectives and monitoring their achievement
   c. maintaining the viability of the council by ensuring that resources are managed in a responsible and accountable manner
   d. advocating the interests of the local community to other communities and governments
   e. acting as a responsible partner in government by taking into account the needs of other communities
   f. fostering community cohesion and encouraging active participation in civic life.

The Borough of Queenscliffe performs this role by setting the strategic direction of the municipality, establishing and guiding policies, setting service delivery standards and monitoring the performance of the organisation on behalf of our community.

Decision making

Council decisions are made in one of two ways:

1. by resolution at Council meetings and Special Committees of Council
2. by Council officers under delegated authority.

Most decisions of an operational nature have been delegated to officers through the Chief Executive Officer (CEO). This system recognises the CEO’s responsibility under the Local Government Act in managing the day-to-day operations of the organisation.

Conflict of interest

During the course of dealing with matters that come before Council for decision, individual councillors and members of staff may find that they, or their immediate family, have a financial or some other advantage that could be interpreted as having undue influence on the outcome.

To ensure transparency in the decision-making processes of Council, both councillors and staff are required to declare and document their interest in a matter. Where councillors have declared an interest, they take no part in the decision-making process.

Copies of the document ‘Conflict of Interest: A Guide for Councillors, June 2011’, published by the Department of Planning and Community Development, has been provided to councillors for their reference.

Elected representatives

Councillor elections

All Victorian local government councils held councillor elections on 27 October 2012. At the Borough of Queenscliffe elections, the following councillors were elected:

- Councillor Helene Cameron (second term)
- Councillor Bob Merriman (second term)
- Councillor Graham J Christie JP
- Councillor Susan Salter
- Councillor Sue Wasterval.

A statutory meeting was held on 14 November 2012 at which the Mayor, Cr Helene Cameron, and Deputy Mayor, Cr Bob Merriman, were elected for a one-year term and the new Council took the Oath of Office.

An induction program for the new Council was delivered early in the Council’s new term.
Meeting attendance

<table>
<thead>
<tr>
<th>Councillor</th>
<th>Number of Council and statutory meetings</th>
<th>Number of special meetings</th>
<th>Eligible to attend</th>
<th>Attended</th>
<th>Eligible to attend</th>
<th>Attended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Helene Cameron (Mayor)</td>
<td>12</td>
<td>2</td>
<td>12</td>
<td>12</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>*Cr Bob Merriman (Deputy Mayor)</td>
<td>12</td>
<td>2</td>
<td>11</td>
<td>11</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Cr Susan Salter</td>
<td>8</td>
<td>2</td>
<td>8</td>
<td>8</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Cr Graham Christie</td>
<td>8</td>
<td>2</td>
<td>7</td>
<td>7</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Cr Sue Wasterval</td>
<td>8</td>
<td>2</td>
<td>8</td>
<td>8</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>*Cr John Burgess</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Cr David Mitchell</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>*Cr Lloyd Davies</td>
<td>4</td>
<td>0</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

* Councillors before the October 2012 election.

Meeting conduct

Council meeting dates, agendas and minutes are available on Council’s website. The meeting dates are also promoted through the Borough Bites quarterly newsletter and the Mayor’s Columns in local newspapers.

Meetings are conducted in accordance with the meetings procedure and reports are prepared independently by staff for both the decision and information of the Council.

Councillors are required to disclose any conflict of interest in any item to be discussed at Council meetings. Councillors who disclose any conflict of interest are subsequently precluded from any discussion and voting on an item.

Members of the public have the opportunity to ask questions on issues in which Council has a direct interest or responsibility. Question time is held at the start of each Council meeting.

Councillor allowances and expenses

The Local Government Act 1989 (section 75) provides for the reimbursement of necessary out-of-pocket expenses incurred while performing the duties of a councillor. The Borough of Queenscliffe 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 sets out the allowances paid to councillors for the reporting period.

<table>
<thead>
<tr>
<th>Councillor</th>
<th>Allowance</th>
<th>Expenses</th>
<th>Total</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cr Helene Cameron</td>
<td>$39,167.20</td>
<td>$688.14</td>
<td>$39,855.34</td>
<td>1</td>
</tr>
<tr>
<td>Cr Bob Merriman</td>
<td>$26,611.29</td>
<td>$2792</td>
<td>$26,639.21</td>
<td>2</td>
</tr>
<tr>
<td>Cr Sue Wasterval</td>
<td>$13,284.89</td>
<td>$58.15</td>
<td>$13,343.04</td>
<td>3</td>
</tr>
<tr>
<td>Cr Susan Salter</td>
<td>$13,284.89</td>
<td>–</td>
<td>$13,284.89</td>
<td>3</td>
</tr>
<tr>
<td>Cr Graham Christie</td>
<td>$13,284.89</td>
<td>–</td>
<td>$13,284.89</td>
<td>3</td>
</tr>
<tr>
<td>Cr John Burgess</td>
<td>$5,711.31</td>
<td>–</td>
<td>$5,711.31</td>
<td>4</td>
</tr>
<tr>
<td>Cr David Mitchell</td>
<td>$5,711.31</td>
<td>$1,019.15</td>
<td>$6,730.46</td>
<td>4</td>
</tr>
<tr>
<td>Cr Lloyd Davies</td>
<td>$5,711.31</td>
<td>–</td>
<td>$5,711.31</td>
<td>4</td>
</tr>
</tbody>
</table>

Total | $122,767.09 | $1,793.36 | $124,560.45 |

Notes:
1. Incoming Mayor during the financial year.
2. Outgoing Mayor during the financial year.
3. Incoming councillors during the financial year.
4. Outgoing councillors during the financial year.
Interstate and overseas travel

The Local Government Act 1989 requires councillors to register their interstate and overseas travel and associated expenses.

In the 2012–13 financial year the Mayor, Cr Helene Cameron, registered travel expenses of $2,519.54 to attend the 2013 National General Assembly of Local Government in Canberra in June.

The Deputy Mayor, Cr Bob Merriman, registered travel expenses of $1,079.28 for the G21 Delegation to Canberra in March 2013.

Committees of Council

The Local Government Act 1989 acknowledges the need for Advisory and Special Committees of Council. These committees may include councillors, Council staff and other persons as deemed necessary. The Act also allows for Council, by Instrument of Delegation, to delegate any of its functions, duties or powers to a Special Committee.

The Borough of Queenscliffe has one Advisory Committee of Council: the Audit Committee. The Audit Committee’s role is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation’s ethical development.

The primary objective of the Audit Committee is to assist Council in the effective conduct of its responsibilities for financial reporting, management of risk, maintaining a reliable system of internal controls and facilitating the organisation’s ethical development.

During the year the four independent committee members were reconfirmed as members of the Committee for the following periods:
  • Mr Roland ‘Barney’ Orchard and Mr David Shaw for a further 12-month period to 21 November 2013
  • Mr Richard Bull and Mr Graeme Phipps for a further two-year period to 21 November 2014.

Cr Susan Salter replaced former Councillor John Burgess on the committee following nomination at the 21 November 2012 ordinary meeting of Council.

As at 30 June 2012, the members of the Committee are:
  • Mr Roland Orchard (Chair)
  • Mr Richard Bull
  • Mr Graeme Phipps
  • Mr David Shaw
  • Cr Bob Merriman
  • Cr Susan Salter.

Council officers (including the Chief Executive Officer, General Manager Corporate and Community Services and the Senior Accountant) attend meetings but are not formally part of the committee.

During the 2012–13 financial year the committee met four times:
  • 3 July 2012
  • 3 September 2012
  • 10 December 2012
  • 24 June 2013.

New committees and reference groups are established as required and community members are sought through an advertised ‘expressions of interest’ process.

Audit Committee

The Audit Committee is an advisory and supervisory committee to Council that forms part of Council’s overall governance framework.

The meetings covered a number of standing items that address Council’s audit and risk evaluations and functions. Audit reports presented to the Audit Committee were provided by Council’s external insurers as well as the 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.

Council officers also presented the following documents to the committee for scrutiny:
  • the quarterly Financial Reports
  • the draft annual Budget
  • the inaugural Rating Strategy
  • the year end Financial Statements prior to adoption by Council.

Other significant items received by the committee included:
  • VAGO reports on emerging issues, with Council officers providing comment on the Borough’s position. The topics reviewed included fraud prevention strategies in local government, performance reporting, better practice results for financial report preparation and results of the Local Government Audit
  • biannual reports from Council officers on the Risk Management Committee’s activities, including incident reporting, progress regarding outstanding audit recommendations, an update of Council’s Risk Register and Business Continuity Management Plan
  • revised Council policies, including the risk management, fraud prevention and procurement policies
  • review of the annual Local Government Community Satisfaction Survey, which compares performance across all Victorian councils.

The independent members of the committee are paid a sitting fee for each meeting attended. The remuneration of members is set out in the following table.

<table>
<thead>
<tr>
<th>Date</th>
<th>Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>3 July 2012</td>
<td>Mr Roland Orchard, Mr Richard Bull, Mr Graeme Phipps, Mr David Shaw</td>
</tr>
<tr>
<td>3 September 2012</td>
<td>Mr Richard Bull, Mr Graeme Phipps, Mr David Shaw, Cr Bob Merriman</td>
</tr>
<tr>
<td>10 December 2012</td>
<td>Mr Richard Bull, Mr Graeme Phipps, Mr David Shaw, Cr Susan Salter</td>
</tr>
<tr>
<td>24 June 2013</td>
<td>Mr Roland Orchard, Mr Richard Bull, Mr Graeme Phipps, Mr David Shaw</td>
</tr>
</tbody>
</table>

Refer to page 28 for Councillor representation on these reference groups.
Risk management

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

An important component of risk management is the annual risk audit conducted by Council's insurers, which prompts a review of systems for continuous improvement.

Incident reporting is an important part of Council’s risk plan and, where potential liability is identified or incidents occur, these are referred to Council’s insurers or to the relevant government department.

Council has an internal Risk Management Committee which meets bi-monthly to ensure Council’s risk management practices operate within appropriate frameworks, relevant legislation and Council strategy.

During the year, a number of internal risk management related staff development activities were undertaken, including event risk management, tree risk management, fraud awareness, manual handling, bullying at work and incident reporting.

The Risk Management Policy was reviewed in January 2013 and is available on Council’s website.

Business continuity

Further work is required in the area of Business Continuity Management (BCM) to ensure documentation is up to date and in line with current good practice guidelines and standards. This will also maximise the resilience and capability of Council to respond to a business interruption event in a controlled and methodical manner and significantly reduce prolonged periods of interruption in service provision to the community.

Council notes that the insurance audit process has recently changed from annual reviews, which were previously conducted to track progress, to workshops that will assist in training staff and refining business processes with respect to insurance. Officers have nominated BCM as the area requiring assistance from JLT and this work is expected to be conducted in the second half of 2013.

### Notes:

1. Incoming councillors to Council’s Audit Committee during the financial year.
2. Outgoing councillor from Council’s Audit Committee during the financial year.

---

<table>
<thead>
<tr>
<th>Member</th>
<th>Eligible to attend</th>
<th>Meetings attended</th>
<th>Sitting fees paid/accrued ($)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mr Roland ‘Barney’ Orchard</td>
<td>4</td>
<td>4</td>
<td>1,600</td>
<td></td>
</tr>
<tr>
<td>Mr Richard Bull</td>
<td>4</td>
<td>4</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Mr David Shaw</td>
<td>4</td>
<td>3</td>
<td>900</td>
<td></td>
</tr>
<tr>
<td>Mr Graeme Phipps</td>
<td>4</td>
<td>4</td>
<td>1,200</td>
<td></td>
</tr>
<tr>
<td>Cr Bob Merriman</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Cr Susan Salter</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Cr John Burgess</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>4,900</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### Insuring our risks

JLT Municipal Asset Protection Plan Discretionary Trust (JMAPP) provides Council’s asset insurance and conducts audits every second year, alternating with the Liability Mutual Insurance (LMI) audit. A progress review was conducted by the insurers in December 2012. The insurers advised that Council’s result had continued to improve and had increased from 58% to 62%.

Officers have also recently been advised by Council’s insurers that the Borough has achieved the joint second most increased regional score following the audit progress review. This achievement was highlighted at the recent Municipal Association of Victoria (MAV) Insurance Best Practice Forum.

The next LMI audit, for the period 2012–2014, is expected to be conducted in November 2013. Council was subject to a property insurance audit, conducted by its broker Jardine Lloyd Thompson (JLT), in April 2013. This audit is for the period 2012–2014 and has changed significantly from previous years, with a much greater emphasis now placed on site inspections and Council's proactive risk-based inspection regimes.

Specific topics included in this insurance audit review were as follows:

- accountability and continuous improvement
- proactive risk management
- reactive risk management
- business continuity management
- JMAPP site inspections.

The audit report has been received, indicating a substantial increase in our result from 62% to 79%. Officers have developed a program for rolling risk-based inspections of Council buildings and this has been the main factor contributing to the improved audit result. This is a particularly challenging role, given the limited resources available, so this is a significant achievement for the Borough. The continued development of policies and procedures for high-risk works and eliminating risk at the design stage of projects, incident reporting (with respect to Council property risks) and follow-up of outstanding actions from previous audit recommendations has also contributed to the improved result.
Business planning framework

The Council Plan is the key strategic document guiding the direction of the Council for its elected term. It is available on Council’s website.

The Borough of Queenscliffe’s Council Plan 2010–2013 was produced after a comprehensive process that included extensive strategic research on the key drivers and trends affecting the current and future growth and welfare of our community, inputs from councillors and Council staff, community consultation and consideration of statutory and contractual requirements.

The diagram below depicts Council’s strategic planning framework.

The timing of each component of the planning framework is critical to the successful achievement of the planned outcomes. The Council Plan, including the Strategic Resource Plan, is required to be completed by 30 June in the year following the local government elections. The Council Plan is reviewed each year to inform the annual budget.

Policies, strategies and plans

The following policies, strategies and key planning documents were reviewed and/or adopted by Council during 2012–13.

These documents and other Council policies and key planning documents are available for viewing on Council’s website.

<table>
<thead>
<tr>
<th>Title</th>
<th>Date adopted</th>
</tr>
</thead>
<tbody>
<tr>
<td>G21 Regional Growth Plan</td>
<td>15 August 2012</td>
</tr>
<tr>
<td>Council Policy 021 Pre-election Caretaker Period</td>
<td>19 September 2012</td>
</tr>
<tr>
<td>Borough of Queenscliffe 2011–12 Annual Report</td>
<td>17 October 2012</td>
</tr>
<tr>
<td>Council Policy 023 Information Technology</td>
<td>21 November 2012</td>
</tr>
<tr>
<td>Council Policy 017 Risk Management</td>
<td>30 January 2013</td>
</tr>
<tr>
<td>Council Policy 008 Fraud Prevention</td>
<td>18 March 2013</td>
</tr>
<tr>
<td>Council Policy 020 Vegetation Vandalism</td>
<td>24 April 2013</td>
</tr>
<tr>
<td>Council Policy 013 Procurement</td>
<td>22 May 2013</td>
</tr>
<tr>
<td>Borough of Queenscliffe Council Plan 2013–2017</td>
<td>26 June 2013</td>
</tr>
<tr>
<td>Borough of Queenscliffe 2013-14 Budget</td>
<td>26 June 2013</td>
</tr>
<tr>
<td>Borough of Queenscliffe Rating Strategy</td>
<td>26 June 2013</td>
</tr>
</tbody>
</table>
Legislative compliance

Information privacy

Council is committed to protecting the personal privacy of residents and ratepayers. Council will only collect, use or disclose personal information where it is necessary to perform Council functions or where required by law, as per the Victorian Information Privacy Act 2000. Council’s Information Privacy Policy is available on Council’s website.

Information requests and any questions or complaints regarding people’s rights under the privacy legislation and Council’s Information Privacy Policy can be discussed with Council’s Privacy Officer on 5258 1377 or via email: privacy@queenscliffe.vic.gov.au

Information and records management

From 1863 the Borough has been keeping hard copy records. Many of these documents are archived off-site in storage facilities that ensure the long-term security and preservation that these records require. This action is undertaken in accordance with the Public Records Act 1973 and the Public Records Office Victoria Standards.

Freedom of information

The Freedom of Information Act 1982 establishes a legally enforceable right for individuals or organisations to access information from certain records held by Council.

At the commencement of 2013 the Borough of Queenscliffe produced an Information Statement in accordance with Part II of the Freedom of Information Act 1982. This outlines the role of the Council and its key services, functions and reports, and how a person can access the information they require.

Council received one request for information during the financial year 2012–13. This was denied, as the information that was being sought did not exist.

Council’s Freedom of Information Part II Information Statement is available on Council’s website.

Protected disclosures (formerly whistleblower protection)

The Protected Disclosures Act 2012 repealed the Whistleblower Protection Act 2001 and is the new legislative framework for receiving protected disclosures and protecting those who make them.

The main objective of the Protected Disclosures Act is to encourage and facilitate the making of disclosures about improper conduct by public officers and public bodies and to establish a system for matters to be investigated. The Act provides protection from detrimental action to any person affected by a protected disclosure, whether it is the person who makes a disclosure, a witness or the person who is the subject of an investigation.

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.

During the financial year 2012–13 no disclosures were made to the Borough of Queenscliffe.

Road management

As a road authority, in accordance with Section 22 of the Road Management Act 2004 Council is required to publish a copy or summary of any direction received from the Minister in its annual report. No directions were received from the Minister in 2011-12.

Domestic (feral and nuisance) animals

Under the Domestic (Feral and Nuisance) Animals Act 1994 Council is required to create a Domestic Animal Management Plan and to evaluate its implementation in the annual report.

The Domestic Animal Management Plan was first adopted by Council on 21 October 2008. It was prepared in accordance with the requirements and responsibilities under the following legislation and guiding documents:

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

The Domestic Animal Management Plan identifies a number of 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. Refer to page xx for the number of animals registered within the Borough of Queenscliffe.


Fire prevention

Under the Country Fire Authority Act Council is required to have a Municipal Fire Prevention Plan and to evaluate its implementation in its annual report. Council’s Fire Prevention Plan was adopted by Council on 19 December 2012.

Council’s 2012-13 Annual Fire Prevention Inspection Program has been undertaken in line with the 2009 Victorian Bushfire Royal Commission Recommendations. In total 19 properties were issued with a Schedule 15 Fire Prevention Notice (FPN), with 100% compliance rate. This is a vast improvement on 2011-12 when 28 notices were issued and two non-compliance notices resulted. This improved result is very encouraging as it shows that the vast majority of the community is committed to undertaking fire prevention activities.

Compliance

The Domestic Animal Management Plan is reviewed as part of the Borough’s Corporate governance.
Organisation governance

Best Value Principles

The Local Government (Best Value Principles) Act 1999 requires all Victorian councils to review their services against key principles to ensure that they are providing value for money to their communities. Council delivers best value to the community by:

• understanding the needs of both customers and the community
• agreeing on what’s required with the resources available
• delivering what’s required through effective management in an economical manner
• continually evaluating and improving the service.

Council’s Best Value Program has been completed in accordance with its legislative requirements. Council still derives learning from the ongoing review applied to all Council services.

Procurement

Council has a Procurement Policy that outlines the core principles that apply to all purchases made and contracts entered into. This is available on Council’s website and was reviewed in May 2013.

Procurement of goods, services and works must be done in a way that is beyond reproach. To ensure this, Council employees are required to perform their duties and conduct themselves in a manner that ensures that they maintain a reputation for being fair and unbiased when dealing with suppliers.

Continuous service improvements

The Best Value provisions outlined in the Local Government Act require Council to review its services against a number of principles including that of ‘continuous improvement’.

During 2012–13 a major focus was placed on transitioning manual processes to electronic systems to improve operations and create efficiencies such as the e-tendering system and new intranet.

E-tendering

In early 2013 an e-tendering system was introduced to advertise and manage submissions for tenders, expressions of interest and contracts, in line with best practice in tendering.

The benefits of e-tendering are as follows:

• advertising costs are reduced
• prospective suppliers receive direct email notification
• a wider audience can be reached
• suppliers can access documentation 24 hours a day, seven days a week
• administration handling is decreased
• there is an online forum for questions, answers and addendums
• transparency and auditing processes are increased.

Intranet

A new intranet (internal website) was launched in August 2012 for Council staff and in October 2012 for councillors. The benefits of the new intranet include:

• increased productivity
• less distraction from emails
• improved information sharing
• improved communications across all levels and departments
• improved access to regularly used documents and information
• more cost effective
• enhanced collaboration and staff contribution
• promotes positive culture.

The following service improvements have also been implemented during 2012–13:

• a new internal events scheduling process for effectively planning and tracking key activities associated with the delivery of events on public land
• a three-year contract for line clearance services, with significant savings achieved through a competitive tendering process
• installation and use of the Electronic Environmental Health Data Management System to facilitate quarterly food safety reporting to the Department of Health
• review of Council’s environmental health service, with Council moving toward directly employing an Environmental Health Officer rather than continuing contract arrangements
• adoption of Streatham, an online registration of temporary and mobile food premises.

Documents for inspection

A range of public information that is available for public inspection is not included on Council’s website. Information is contained in large documents or registers from which specific detail can be sourced. This includes:

1. current allowances fixed for the Mayor and councillors under section 74 or 74A of the Local Government Act
2. details of senior officers’ total salary packages for the current financial year and the previous year
3. details of overseas or interstate travel
4. names of Council officers who were required to submit a return of interest during the financial year and the dates the returns were submitted
5. names of councillors who submitted returns of interest during the financial year and the dates the returns were submitted
6. agendas for and minutes of ordinary and special meetings held in the previous 12 months (except if closed to members of the public under section 89 of the Act)
7. list of all special committees established by Council and the purpose for which each committee was established
8. list of all special committees established by Council which were abolished or ceased to function during the financial year
9. minutes of meetings of special committees established under section 86 of the Act and held in the previous 12 months (except if closed to members of the public under section 89 of the Act)
10. the register of delegations kept under sections 87, 88 and 98 of the Act
11. list of submissions received in accordance with section 223 of the Act during the previous 12 months
12. agreements to establish regional libraries under section 196 of the Act
13. list of property, finance and operating leases involving land, buildings, plant, computer equipment or vehicles entered into by the Council
14. the register of authorised officers appointed under section 224 of the Act
15. list of donations and grants made by the Council during the financial year
16. list of the names of the organisations of which the Council was a member during the financial year
17. contracts required to be listed valued at $100,000 or more.

The above information is available for public inspection at Council offices during normal office hours; however, for practical reasons, you may require a prior appointment.
Property revaluation

The date of the latest general revaluation of land for rating purposes within the municipality was 1 January 2012. The revaluation was first applied in the rating year commencing 1 July 2012.

The next general revaluation will be 1 January 2014, with the valuations applied from 1 July 2014.

Local laws

Council has two local laws that aim to protect and enhance the community’s general way of life and wellbeing. They provide for peace, order and good government. The Council’s power to make these local laws is contained in sections 91 and 111 of the Local Government Act 1989. The current local laws were adopted on 24 December 2010 and are scheduled for review in December 2014.

Local Law No. 1 2010 – Process of Municipal Government

The objectives of this local law are to:

- regulate and control proceedings for the election of Mayor
- facilitate the orderly conduct of meetings of Council and special committees
- regulate and control the procedures governing the conduct of meetings, including:
  - the notice required for meetings
  - the keeping of minutes
- promote and encourage community participation in the system of local government by providing mechanisms for the Council to ascertain the community’s views and expectations
- regulate and control the use of the Council’s seal
- provide generally for the peace, order and good government of the municipal district
- repeal any redundant local laws.

Local Law No. 2 2010 – Community Amenity

The objectives of this local law are to:

- provide for those matters which require a local law under the Local Government Act 1989 and any other Act
- prohibit, regulate and control activities, events, practices and behaviour in places so that no nuisance is caused and there is no detriment to the amenity of the neighbourhood, to a person or to a person's property
- provide for the administration and exercise of Council powers and functions
- provide for the peace, order and good government of the municipal district of the Borough of Queenscliffe
- repeal any redundant local laws.

Infringements, registrations and permits issued

In 2012–13 a number of infringement notices, registrations and permits were issued under these local laws. These are summarised below.

<table>
<thead>
<tr>
<th>Infringement notices</th>
<th>2012–13</th>
<th>2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parking infringements</td>
<td>321</td>
<td>308</td>
</tr>
<tr>
<td>Animal infringements</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Local law infringements</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Fire prevention</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Planning</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>334</strong></td>
<td><strong>327</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Court briefs</th>
<th>2012–13</th>
<th>2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court briefs</td>
<td>0</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>0</strong></td>
<td><strong>25</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Notices</th>
<th>2012–13</th>
<th>2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fire prevention</td>
<td>19</td>
<td>28</td>
</tr>
<tr>
<td>Non-compliance of notices</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>19</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Local law permits</th>
<th>2012–13</th>
<th>2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consume alcohol</td>
<td>27</td>
<td>18</td>
</tr>
<tr>
<td>Weddings</td>
<td>16</td>
<td>36</td>
</tr>
<tr>
<td>Major events</td>
<td>21</td>
<td>18</td>
</tr>
<tr>
<td>Bulk rubbish bins</td>
<td>14</td>
<td>15</td>
</tr>
<tr>
<td>Disabled parking</td>
<td>66</td>
<td>14</td>
</tr>
<tr>
<td>Outdoor eating facilities</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Goods for sale</td>
<td>12</td>
<td>13</td>
</tr>
<tr>
<td>A-frames</td>
<td>44</td>
<td>47</td>
</tr>
<tr>
<td>Residential parking</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Boat ramp</td>
<td>260</td>
<td>281</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>531</strong></td>
<td><strong>464</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outside hours</th>
<th>2012–13</th>
<th>2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>After hours calls</td>
<td>74</td>
<td>58</td>
</tr>
<tr>
<td>After hours call-outs</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>92</strong></td>
<td><strong>72</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Animal management</th>
<th>2012–13</th>
<th>2011–12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Animals registered</td>
<td>708</td>
<td>801</td>
</tr>
<tr>
<td>Dogs</td>
<td>576</td>
<td>646</td>
</tr>
<tr>
<td>Cats</td>
<td>132</td>
<td>155</td>
</tr>
<tr>
<td>Impounded animals</td>
<td>14</td>
<td>6</td>
</tr>
<tr>
<td>Door knocks (streets)</td>
<td>47</td>
<td>38</td>
</tr>
<tr>
<td>Animal warning notices</td>
<td>172</td>
<td>127</td>
</tr>
<tr>
<td>Native animal responses</td>
<td>34</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,683</strong></td>
<td><strong>1,800</strong></td>
</tr>
</tbody>
</table>
Grants and donations to local organisations

To assist our community to undertake cultural, recreational, environmental and community support projects and activities, Council provides grants and donations to community groups and organisations. In 2012–13, Council gifted a total of $210,816.43 to the Borough community. This is an increase of $59,614.54 on 2011–12 figures and represents a substantial investment in our volunteers, the social fabric of this community.

<table>
<thead>
<tr>
<th>Recipient</th>
<th>Purpose of community grants and donations</th>
<th>2012–13</th>
<th>2011–12</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community events</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>150 Years of the Borough</td>
<td>Celebrating 150 years of the Borough</td>
<td>$85,342.54</td>
<td>$1,573.64</td>
<td>1</td>
</tr>
<tr>
<td>Queenscliff Music Festival</td>
<td>Support of the event (cash donation and in-kind support)</td>
<td>$23,852.13</td>
<td>$19,327.71</td>
<td>2</td>
</tr>
<tr>
<td>Kids Busking for the Kids</td>
<td>Support of the event (in-kind support)</td>
<td>$8,830.31</td>
<td>$7,053.48</td>
<td></td>
</tr>
<tr>
<td>Point Lonsdale Christmas Tree</td>
<td>Point Lonsdale Christmas Tree festivities</td>
<td>$7,414.98</td>
<td>$9,694.05</td>
<td></td>
</tr>
<tr>
<td>Volunteer Day</td>
<td>Volunteer Day celebrations</td>
<td>$4,107.26</td>
<td>$3,011.77</td>
<td></td>
</tr>
<tr>
<td>Seniors Week</td>
<td>Seniors Week activities</td>
<td>$3,602.08</td>
<td>$4,247.45</td>
<td></td>
</tr>
<tr>
<td>Australia Day</td>
<td>Australia Day celebrations</td>
<td>$3,161.72</td>
<td>$5,090.62</td>
<td></td>
</tr>
<tr>
<td>Maritime Weekend</td>
<td>Maritime Weekend activities</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Bellarine Lighthouse Films</td>
<td>Bellarine Lighthouse Films Festival</td>
<td>$1,536.73</td>
<td>$2,966.37</td>
<td></td>
</tr>
<tr>
<td>Sea of Words</td>
<td>Sea of Words event</td>
<td>$1,421.18</td>
<td>$3,398.14</td>
<td></td>
</tr>
<tr>
<td>Other event support</td>
<td>Other event support including the ANZAC Dawn Service</td>
<td>$1,351.61</td>
<td>$1,996.17</td>
<td>3</td>
</tr>
<tr>
<td>Youth Week</td>
<td>Youth Week activities</td>
<td>–</td>
<td>$1,827.06</td>
<td>3</td>
</tr>
<tr>
<td>Children’s Week</td>
<td>Support of the event (in-kind support)</td>
<td>–</td>
<td>$909.09</td>
<td>3</td>
</tr>
<tr>
<td><strong>Subtotal: community events</strong></td>
<td></td>
<td>$142,420.54</td>
<td>$63,095.55</td>
<td></td>
</tr>
<tr>
<td><strong>Contribution to operating costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point Lonsdale Surf Life Saving Club</td>
<td>Lifeguard services</td>
<td>$25,206.72</td>
<td>$24,237.23</td>
<td></td>
</tr>
<tr>
<td>Queenscliff Lonsdale Business and Tourism Association</td>
<td>Tourism activities</td>
<td>$10,000.00</td>
<td>$10,000.00</td>
<td></td>
</tr>
<tr>
<td>Australian Volunteer Coastguard Association</td>
<td>Coastguard services</td>
<td>$5,000.00</td>
<td>$7,372.73</td>
<td></td>
</tr>
<tr>
<td>Queenscliff Reconciliation Week</td>
<td>Reconciliation activities</td>
<td>$2,783.03</td>
<td>$2,200.00</td>
<td></td>
</tr>
<tr>
<td>Point Lonsdale Tennis Club</td>
<td>Water</td>
<td>$1,654.14</td>
<td>$1,438.33</td>
<td></td>
</tr>
<tr>
<td><strong>Subtotal: contribution to operating costs</strong></td>
<td></td>
<td>$44,643.89</td>
<td>$45,248.29</td>
<td></td>
</tr>
<tr>
<td><strong>Other donations</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sheree Marris</td>
<td>Sponsorship – BOQ Marine Values</td>
<td>–</td>
<td>$5,000.00</td>
<td>4</td>
</tr>
<tr>
<td><strong>Subtotal: other donations</strong></td>
<td></td>
<td>–</td>
<td>$5,000.00</td>
<td>4</td>
</tr>
<tr>
<td>Recipient</td>
<td>Purpose of community grants and donations</td>
<td>2012–13</td>
<td>2011–12</td>
<td></td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>------------------------------------------------------------------------------------------------------------</td>
<td>---------</td>
<td>---------</td>
<td></td>
</tr>
<tr>
<td><strong>Arts &amp; Cultural Development Grants</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Point Lonsdale Board Riders Club</td>
<td>Engine shed redevelopment</td>
<td>$7,000.00</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Queenscliff and District Neighbourhood House</td>
<td>Purchase of a defibrillator for the Queenscliff and District Men’s Shed ($2,000); purchase of a light tracking system to assist in the presentation of art exhibitions ($1,300) and nappy change facilities and toy replacement for the Point Lonsdale Playgroup ($500)</td>
<td>$3,800.00</td>
<td>–</td>
<td></td>
</tr>
<tr>
<td>Queenscliff Lighthouse Theatre Group</td>
<td>Moveable lighting bar over the stage in the Point Lonsdale Hall for <em>Oliver – the Musical</em></td>
<td>$2,000.00</td>
<td>$750.00</td>
<td></td>
</tr>
<tr>
<td>Queenscliff-Lonsdale Yacht Club</td>
<td>Off-beach activity program and boathouse doors preservation</td>
<td>$2,000.00</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Queenscliff Maritime Museum</td>
<td>Digitising Queenscliff’s maritime archives</td>
<td>$1,452.00</td>
<td>$1,100.00</td>
<td></td>
</tr>
<tr>
<td>Victoria State Emergency Service</td>
<td>Purchase of chainsaws and e-flares (portable flashing red and blue lights)</td>
<td>–</td>
<td>$1,000.00</td>
<td></td>
</tr>
<tr>
<td>Friends of the Marine Discovery Centre</td>
<td>Marine Discovery Ranges – a program targeted towards all Borough grade 5 and 6 students and their teachers that seeks to inspire collective responsibility for the health and preservation of the marine environment</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
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<tr>
<td>St. Aloysius Catholic Primary School</td>
<td>Construction of bike shelter</td>
<td>$2,000.00</td>
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<tr>
<td>Queenscliff Golf Club</td>
<td>Redesign and upgrade of website</td>
<td>$2,000.00</td>
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<tr>
<td>Geelong Steam Preservation Society</td>
<td>Construction of a fence between the bike path and railway track to the northern end of the station</td>
<td>$2,000.00</td>
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<tr>
<td>Borough Coutas Masters Swimming</td>
<td>Sponsorship of the 20th annual event in January 2012</td>
<td>$2,000.00</td>
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<tr>
<td>Geelong Environmental Forum</td>
<td>Restoration of indigenous vegetation in Citizens Park and Gellibrand Street</td>
<td>$1,350.00</td>
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<tr>
<td>Queenscliff Point Lonsdale RSL Sub Branch</td>
<td>Replace flagpole</td>
<td>$1,250.00</td>
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<tr>
<td>Queenscliff Historical Museum</td>
<td>Purchase of professional photographic display albums for permanent exhibition of archived photos</td>
<td>$1,000.00</td>
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<td>Bellarine Masonic Centre Association</td>
<td>Men’s/Women’s Health Seminar</td>
<td>$1,000.00</td>
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<td>Queenscliff Men’s Shed</td>
<td>Upgrade of Men’s Shed</td>
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<td><strong>Subtotal: Arts &amp; Cultural Development Grants</strong></td>
<td></td>
<td>$18,252.00</td>
<td>$19,850.00</td>
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Recipient Purpose of community grants and donations 2012–13 2011–12 Notes

Youth Cultural Program Youth Week $4,500.00 $4,456.23
Youth Cultural Program Music equipment – – 3

Subtotal: Youth Cultural Program $4,500.00 $16,808.05 3

Education awards
Bellarine Secondary College Scholarship $1,000.00 $1,000.00
Point Lonsdale Primary School Scholarship – $100.00
St. Aloysius Catholic Primary School Scholarship – $100.00

Subtotal: Education Awards $1,000.00 $1,200.00

Total grants and donations paid $210,816.43 $151,201.89

Notes:
1. Majority of expenditure on 150th anniversary celebrations took place for the official anniversary weekend in May 2013. Some expenditure will be completed in 2013–14 (books and tree planting).
2. Includes additional security and traffic management costs.
3. Programs for which one-off funding was received in 2011–12, therefore no expenditure was incurred in the 2012–13 financial year.
4. One-off donation made in the 2011–12 financial year.

Grants and subsidies received
In 2012/13 Council received a total of $2,562,927 in grants and subsidies from external sources.

<table>
<thead>
<tr>
<th>Purpose</th>
<th>Type</th>
<th>Period</th>
<th>Funding</th>
<th>Source</th>
<th>2012–13 actual</th>
<th>2011–12 actual</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aged Care – Community Aged Care Packages</td>
<td>Operating</td>
<td>Recurrent</td>
<td>Federal</td>
<td>Department of Health and Ageing</td>
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<td>Federal</td>
<td>Department of Infrastructure</td>
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<td>Subtotal: federal funding</td>
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<td>General purpose</td>
<td>Operating</td>
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<td>State</td>
<td>Victoria Grants Commission</td>
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<td>Local roads</td>
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<td>Victoria Grants Commission</td>
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<td>Department of Health</td>
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<td>Aged care – home maintenance</td>
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<td>State</td>
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<td>State</td>
<td>Department of Training and Workforce Development</td>
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<td>Aged care – transition</td>
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<td>State</td>
<td>Department of Health</td>
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<td>Purpose</td>
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<td>2011–12 actual</td>
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<td>Senior Citizens Centre</td>
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<td>Department of Health</td>
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<td>Victorian Seniors Festival – Seniors Week</td>
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<td>Department of Health</td>
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<td>Vulnerable Persons Database</td>
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<td>State</td>
<td>Department of Health</td>
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<td>Maternal and Child Health</td>
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<td>State</td>
<td>Department of Education and Early Childhood Development</td>
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<td>Kindergarten – planning</td>
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<td>Department of Health</td>
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<td>Children’s Week</td>
<td>Operating</td>
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<td>State</td>
<td>Department of Education and Early Childhood Development</td>
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<td>Youth Week</td>
<td>Operating</td>
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<td>Department of Human Services</td>
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<td>Community Development Officer</td>
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<td>Department of Health</td>
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<td>School crossing supervisors</td>
<td>Operating</td>
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<td>State</td>
<td>Department of Transport</td>
<td>$13,472</td>
<td>$12,441</td>
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<td>Heritage Advisor</td>
<td>Operating</td>
<td>Recurrent</td>
<td>State</td>
<td>Department of Planning and Community Development</td>
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<td>Beach cleaning</td>
<td>Operating</td>
<td>Recurrent</td>
<td>State</td>
<td>Department of Sustainability &amp; Environment</td>
<td>$5,663</td>
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<tr>
<td>Sustainability Accord</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Sustainability &amp; Environment</td>
<td>$25,000</td>
<td>$20,000</td>
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<tr>
<td>Regional Victoria Living Expo</td>
<td>Operating</td>
<td>Recurrent</td>
<td>State</td>
<td>Regional Development Victoria</td>
<td>$10,000</td>
<td>$20,000</td>
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<tr>
<td>G21 Tennis Strategy</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Sport &amp; Recreation Victoria - Department of Planning and Community Development</td>
<td>$45,000</td>
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<tr>
<td>Country Roads &amp; Bridges Program</td>
<td>Operating</td>
<td>Recurrent</td>
<td>State</td>
<td>Department of Transport</td>
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<td>Country Roads &amp; Bridges Program</td>
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<td>Recurrent</td>
<td>State</td>
<td>Department of Transport</td>
<td>$373,600</td>
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<td>Lighthouse Reserves Development Plan – maintenance</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Sustainability &amp; Environment</td>
<td>$77,354</td>
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<tr>
<td>Fire Services Levy Implementation</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>State Revenue Office - Department of Treasury &amp; Finance</td>
<td>$35,980</td>
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<td>Aged care – minor works</td>
<td>Capital</td>
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<td>State</td>
<td>Department of Health</td>
<td>$29,210</td>
<td>$8,773</td>
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<td>Web-based Heritage Database (150 Years of the Borough)</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>Other</td>
<td>Heritage Victoria - Department of Planning and Community Development</td>
<td>$4,000</td>
<td>$0</td>
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</tr>
<tr>
<td>Purpose</td>
<td>Type</td>
<td>Period</td>
<td>Funding</td>
<td>Source</td>
<td>2012–13 actual</td>
<td>2011–12 actual</td>
<td>Notes</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<tr>
<td>Point Lonsdale Bowls Clubhouse upgrade</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Sport &amp; Recreation Victoria - Department of Planning and Community Development</td>
<td>$0</td>
<td>$6,000</td>
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<tr>
<td>Visitor Information Centre traineeship</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Training &amp; Workforce Development</td>
<td>$0</td>
<td>$1,500</td>
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<tr>
<td>Drought relief for community sport &amp; recreation</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Planning &amp; Community Development</td>
<td>$0</td>
<td>($5,506)</td>
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<tr>
<td>Hesse Street Revitalisation Project stage 1</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Regional Development Victoria</td>
<td>$175,000</td>
<td>$0</td>
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<tr>
<td>Point Lonsdale Foreshore Revitalisation Project stage 1</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Regional Development Victoria</td>
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<tr>
<td>Point Lonsdale Foreshore Revitalisation Project stage 1</td>
<td>Capital</td>
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<td>State</td>
<td>Department of Planning and Community Development</td>
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<td>$0</td>
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<tr>
<td>Open Space Strategy</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Planning and Community Development</td>
<td>$27,000</td>
<td>$0</td>
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<tr>
<td>Queenscliff Sports Club Enhancement Project</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Sport &amp; Recreation Victoria – Department of Planning and Community Development</td>
<td>-</td>
<td>$250,000</td>
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<tr>
<td>Princess &amp; Citizens Park Redevelopment</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Regional Development Victoria</td>
<td>-</td>
<td>$125,000</td>
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<td>Netball courts – lighting</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Planning and Community Development</td>
<td>-</td>
<td>$3,221</td>
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<tr>
<td>Music equipment</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Department of Planning and Community Development</td>
<td>-</td>
<td>$11,473</td>
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<tr>
<td>Ferry to Pier</td>
<td>Capital</td>
<td>Non-recurrent</td>
<td>State</td>
<td>Regional Development Victoria</td>
<td>-</td>
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<tr>
<td><strong>Subtotal: state funding</strong></td>
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<td></td>
<td></td>
<td></td>
<td>$2,301,162</td>
<td>$2,313,543</td>
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<tr>
<td>Coastal Tender (Ocean Road)</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>Other</td>
<td>Corangamite Catchment Management Authority</td>
<td>$52,490</td>
<td>$42,560</td>
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<tr>
<td>Coastal Tender (The Narrows)</td>
<td>Operating</td>
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<td>Corangamite Catchment Management Authority</td>
<td>$40,994</td>
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<td>Tobacco Activity Program</td>
<td>Operating</td>
<td>Recurrent</td>
<td>Other</td>
<td>Municipal Association Victoria</td>
<td>$12,255</td>
<td>$1,796</td>
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<tr>
<td>Implementation of new smoking bans on patrolled beaches</td>
<td>Operating</td>
<td>Non-recurrent</td>
<td>Other</td>
<td>Municipal Association Victoria</td>
<td>$2,000</td>
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<td><strong>Subtotal: other funding</strong></td>
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<td>$107,739</td>
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<td><strong>Total grants and subsidies received by Council</strong></td>
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<td>$2,562,927</td>
<td>$2,464,390</td>
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</table>
Notes:

2. Roads to Recovery funding of $144,000 in total over a four-year period to 2013–14. $69,560 received in 2010–11 and the balance of $74,440 is accrued in 2012–13, as all works are now completed.
3. Victoria Grants Commission funding includes prepayment of 2013–14 quarters 1 and 2. Reduced funding for all Victorian councils, as population (used in funding formula) overestimated.
4. Some funding not received; however, expenditure to which the funding relates has been incurred during the financial year and therefore grant income has been accrued as at 30 June.
6. Part of 2007 program grant income received but not expended and was returned in the 2011–12 year in accordance with grant conditions.

Memberships of organisations

Council is a member of a number of groups and organisations, including the following key memberships.

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Membership contribution</th>
<th>2012–13</th>
<th>2011–12</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Geelong Otway Tourism (GOT)</td>
<td>$18,511.67</td>
<td>$14,284.29</td>
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<td>Geelong Otway Tourism (GOT) – Tourism Excellence Professional Development Program</td>
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<tr>
<td>Municipal Association of Victoria (MAV) – Step Asset Management Program</td>
<td>$8,000.00</td>
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<td>Municipal Association of Victoria (MAV) – Membership</td>
<td>$6,644.00</td>
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<tr>
<td>Municipal Association of Victoria (MAV) – LG Information Communications Technology</td>
<td>$500.00</td>
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<td>G21 Regional Alliance</td>
<td>$6,000.00</td>
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<td>Association of Bayside Municipalities (ABM)</td>
<td>$4,375.43</td>
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<td>Victorian Caravan Parks Association (Vic Parks)</td>
<td>$2,894.56</td>
<td>$2,570.92</td>
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<tr>
<td>Barwon Region Waste Management Group</td>
<td>$2,375</td>
<td>$2,695.36</td>
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<td>Small Rural Councils of Victoria</td>
<td>$2,000.00</td>
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<td>Local Government Professionals (LGPro)</td>
<td>$1,372.72</td>
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<td>CPA Australia</td>
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<td>Caravan, RV &amp; Accommodation Industry of Australia</td>
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<td>Mainstreet Australia</td>
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<td>AAA Tourism Advantage</td>
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<td>Revenue Management Association (RMA)</td>
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<td>Local Government Finance Professionals (FinPro)</td>
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<td>Waste Management Association of Australia</td>
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<td>The Bellarine</td>
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<td>Coastal Camping Victoria</td>
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<td><strong>Total</strong></td>
<td><strong>$57,694.84</strong></td>
<td><strong>$47,847.84</strong></td>
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</tr>
</tbody>
</table>

Notes:

1. The contribution paid in 2012–13 includes one quarter relating to the 2011–12 year which was not accrued.
2. New contributions made during the 2012–13 financial year.
3. Increase in MAV Step Asset Management Program contribution includes financial sustainability survey.
4. Complimentary memberships now in place for the Borough and its Visitor Information Centre.
Local government performance indicators

The Minister for Local Government, under the authority of the Local Government Act 1989, requires every council to present a report on this set of indicators to allow comparisons between municipalities across the state.

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Affordability / cost of governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average rates and charges per assessment</td>
<td>$1,844.90</td>
<td>$1,789.61</td>
<td>$1,693.37</td>
<td>1</td>
</tr>
<tr>
<td>Average rates and charges per residential assessment</td>
<td>$1,792.90</td>
<td>$1,710.53</td>
<td>$1,626.49</td>
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<tr>
<td>Sustainability</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Average liabilities per assessment</td>
<td>$758.07</td>
<td>$879.04</td>
<td>$807.01</td>
<td>2</td>
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<tr>
<td>Underlying operating result per assessment</td>
<td>$48.30</td>
<td>$204.71</td>
<td>$274.53</td>
<td>3</td>
</tr>
<tr>
<td>Services</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average operating expenditure per assessment</td>
<td>$2,997.31</td>
<td>$2,561.84</td>
<td>$2,346.28</td>
<td>3</td>
</tr>
<tr>
<td>Community satisfaction rating for overall performance generally of the Council</td>
<td>68</td>
<td>66</td>
<td>64</td>
<td>3</td>
</tr>
<tr>
<td>Infrastructure</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Average capital expenditure per assessment</td>
<td>$661.07</td>
<td>$724.06</td>
<td>$306.46</td>
<td>4</td>
</tr>
<tr>
<td>Renewal gap</td>
<td>185%</td>
<td>191%</td>
<td>56%</td>
<td>5</td>
</tr>
<tr>
<td>Renewal and upgrade gap</td>
<td>196%</td>
<td>231%</td>
<td>88%</td>
<td>6</td>
</tr>
<tr>
<td>Renewal and maintenance gap</td>
<td>153%</td>
<td>136%</td>
<td>105%</td>
<td>7</td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community satisfaction rating for Council’s advocacy and community representation on key local issues</td>
<td>61</td>
<td>61</td>
<td>65</td>
<td>6</td>
</tr>
<tr>
<td>Community satisfaction rating for Council’s engagement in decision making on key local issues</td>
<td>63</td>
<td>60</td>
<td>60</td>
<td>7</td>
</tr>
<tr>
<td>Additional sustainability data</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating surplus per income statement</td>
<td>$1,665,259</td>
<td>$2,071,455</td>
<td>$1,357,670</td>
<td>3</td>
</tr>
<tr>
<td>Underlying operating surplus / (deficit) – (capital income and other abnormals removed)</td>
<td>$164,723</td>
<td>$620,164</td>
<td>$826,615</td>
<td>8</td>
</tr>
</tbody>
</table>

1. Reflects the 4.0% rate increase adopted by Council, as well as supplementary rates and charges raised, for the 2012–13 financial year.
2. Defined benefits superannuation liability paid in full during 2012–13, in addition to the usual loan redemption payments on four bank loans held by Council.
3. The reduction in both operating and underlying result for 2012–13 reflects operating expenditure incurred during the financial year, for which budgets were provided in previous years and carried forward for completion in 2012–13.
4. Some capital projects take more than one financial year to complete. Council has carried forward budgets and grant funding where appropriate to fund the completion of such projects in future years.
5. The Renewal Gap Ratio measures the rate of capital spending on the renewal of assets compared with the value of the assets used (depreciation) during the year.
6. The Renewal and Upgrade Gap Ratio measures the rate of capital spending on the renewal and upgrade of existing assets (as opposed to the creation of new assets) compared with the value of the assets used (depreciation) during the year.
7. The Renewal and Maintenance Gap Ratio measures the rate of capital and maintenance spending on the renewal of assets compared with the value of the assets used (depreciation) and the planned level of maintenance during the year.
8. The underlying operating result removes capital income on the basis that there is no matching capital expenditure included in the Income Statement. On this same matching principle, grant income is adjusted into the year in which it was expended. Other abnormals (non-operating items) removed include profit/loss on asset sales and the share of the Regional Library equity, impairment losses and asset revaluation adjustments. These adjustments are made to ascertain a more realistic result of operating activities.
Community satisfaction

The 2013 Local Government Community Satisfaction Survey results show that the Borough of Queenscliffe Council rates higher than the state-wide and ‘small rural councils’ group averages on all core performance measures.

<table>
<thead>
<tr>
<th>Performance measures</th>
<th>Borough of Queenscliffe 2012</th>
<th>Borough of Queenscliffe 2013</th>
<th>Small rural shires 2013</th>
<th>State-wide 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall performance</td>
<td>66</td>
<td>68</td>
<td>59</td>
<td>60</td>
</tr>
<tr>
<td>Community consultation (community consultation and engagement)</td>
<td>60</td>
<td>63</td>
<td>58</td>
<td>57</td>
</tr>
<tr>
<td>Advocacy (lobbying on behalf of the community)</td>
<td>61</td>
<td>61</td>
<td>56</td>
<td>55</td>
</tr>
<tr>
<td>Customer service</td>
<td>78</td>
<td>75</td>
<td>70</td>
<td>71</td>
</tr>
<tr>
<td>Overall Council direction</td>
<td>53</td>
<td>61</td>
<td>52</td>
<td>53</td>
</tr>
</tbody>
</table>

The 2013 Local Government Community Satisfaction Survey also includes extensive results related to performance in specific service areas.

<table>
<thead>
<tr>
<th>Performance measures</th>
<th>Borough of Queenscliffe 2012</th>
<th>Borough of Queenscliffe 2013</th>
<th>Small rural shires 2013</th>
<th>State-wide 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Informing the community</td>
<td>65</td>
<td>68</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>The condition of local streets in your area</td>
<td>62</td>
<td>64</td>
<td>56</td>
<td>58</td>
</tr>
<tr>
<td>Traffic management</td>
<td>66</td>
<td>66</td>
<td>64</td>
<td>60</td>
</tr>
<tr>
<td>Parking facilities</td>
<td>60</td>
<td>62</td>
<td>61</td>
<td>57</td>
</tr>
<tr>
<td>Enforcement of local laws</td>
<td>67</td>
<td>66</td>
<td>65</td>
<td>65</td>
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<tr>
<td>Family support services</td>
<td>70</td>
<td>70</td>
<td>67</td>
<td>67</td>
</tr>
<tr>
<td>Elderly support services</td>
<td>75</td>
<td>77</td>
<td>72</td>
<td>69</td>
</tr>
<tr>
<td>Recreational facilities</td>
<td>72</td>
<td>73</td>
<td>70</td>
<td>70</td>
</tr>
<tr>
<td>The appearance of public areas</td>
<td>74</td>
<td>73</td>
<td>73</td>
<td>71</td>
</tr>
<tr>
<td>Art centres and libraries</td>
<td>74</td>
<td>70</td>
<td>59</td>
<td>73</td>
</tr>
<tr>
<td>Community and cultural activities</td>
<td>72</td>
<td>73</td>
<td>68</td>
<td>69</td>
</tr>
<tr>
<td>Waste management</td>
<td>72</td>
<td>71</td>
<td>71</td>
<td>71</td>
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<tr>
<td>Business and community development and tourism</td>
<td>64</td>
<td>68</td>
<td>62</td>
<td>62</td>
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<tr>
<td>Council’s general town planning policy</td>
<td>56</td>
<td>59</td>
<td>55</td>
<td>55</td>
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<tr>
<td>Planning and building permits</td>
<td>54</td>
<td>55</td>
<td>55</td>
<td>55</td>
</tr>
<tr>
<td>Environmental sustainability</td>
<td>63</td>
<td>66</td>
<td>62</td>
<td>64</td>
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</tbody>
</table>