



## **Appendix 3**

**15.1 Council Plan 2017-21 Quarterly Report against  
2019/20 Implementation plan as at 31 December 2019**

*Quarterly Progress Report*

# **Ordinary Meeting of Council**

Thursday 27 February 2020 at 7:00pm

Queenscliff Town Hall  
50 Learmonth Street, Queenscliff

# Council Plan 2017–2021

Quarterly Report against 2019/20 Initiatives

as at 31 December 2019



**Borough of Queenscliffe**

Queenscliff & Point Lonsdale, Victoria, Australia

# Strategic Objective 1:

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

Portfolio: Community Wellbeing

Portfolio holder: Cr Susan Salter

2019/20 INITIATIVES	Responsibility	Quarter	Status
<p><b>Implement the Borough of Queenscliffe's Health &amp; Wellbeing Action Plan 2017-2021 and meet Council's statutory responsibilities related to public health standards</b></p> <p>During this quarter, Council completed 17 public health related compliance activities and 5 caravan park assessments as part of our statutory obligations. Council completed staff training during the 16 days of Activism as part of its community health and wellbeing activities in the area of unconscious gender bias and active bystander training.</p>	GMOP&CS	All	In progress
<p><b>Provide an accredited, responsive aged support service with a 'zero waiting' list</b></p> <p>Council continued to maintain a 'zero waiting list' for the Aged Care Services within the Borough. In the period 1 Oct – 31 Dec 2019 the Aged Care Service provided 2,350 hours of service, a 3% increase from the previous quarter (2,623 visits) to 172 active clients (a 6% increase in clients accessing the service) across a range of services including domestic/personal care assistance, lawn and home maintenance, in home respite, social support, assisted transport and assessment.</p>	GMOP&CS	All	In progress
<p><b>Continue to investigate and respond to the Federal Government policy changes to the Home and Community Care service</b></p> <p>Council continues to monitor and action the Federal Government policy changes as they are rolled out. Council has also maintained strong network connections with other local government authorities in the surrounding area as we seek to fully understand and transition through the aged care reform process. Council's Aged Care service is 'business as usual' while the Commonwealth Government continues to implement aged care reforms across Australia. The Borough of Queenscliffe is closely monitoring how Councils across Victoria are responding to these policy and program changes, while working closely with the Municipal Association of Victoria, to determine the most suitable course of action in regards to our aged care services. Details regarding the national aged care policy reforms can be found at the following website: <a href="https://agedcare.health.gov.au/aged-care-reform">https://agedcare.health.gov.au/aged-care-reform</a></p>	GMOP&CS	All	In progress
<p><b>Facilitate collaboration between local community and emergency service organisations in planning to improve safety in the Borough of Queenscliffe</b></p> <p>Council convenes and chairs the Municipal Emergency Management Planning Committee (MEMPC) which meets three times a year, and met in November 2019 this quarter. Membership of the MEMPC extends across a wide range of emergency services agencies and other key service providers. The MEMPC is responsible for the Municipal Emergency Management Plan (MEMP) which includes identification of key risks to the municipality and personnel and procedures should an emergency occur. More recently, Council has actively engaged the Department of Environment, Land, Water and Planning (DELWP) and the Country Fire Authority (CFA) to discuss management of fire risk along the coastline.</p>	GMOP&CS	All	In progress

<b>Provide a community grants and sponsorship program to support local clubs and community organisations</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
The 2019/20 Community Grants program was completed in August 2019. Twelve grants totalling \$16,264.60 were awarded to local community groups to support community, art and cultural projects and activities that enhance the wellbeing and quality of life of people living in the Borough of Queenscliffe. Council also allocated sponsorship to The Great Outdoor Cinema (\$5000) and the Queenscliffe Community Market – Twilight Market (\$3500).			
<b>Conduct public events that recognise the contribution of volunteers</b>	<b>GMOP&amp;CS</b>	<b>3, 4</b>	<b>In progress</b>
Council's annual event to recognise volunteering is aligned with National Volunteer Week scheduled for May 2020. The 2020 Australia Day celebrations to be conducted in January 2020 will also recognise significant voluntary contributions in the Borough.			
<b>Support local organisations to plan and implement community recreation, sport, and civic activities and events</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
<p>In the period to 31 December 2019, Council has supported the following local organisations in the planning, implementation and promotion of activities and events:</p> <ul style="list-style-type: none"> <li>• Engaged and supported the three local primary schools during Walk to School month</li> <li>• Conducted the Seniors festival, engaging with local community groups and included the over 80s afternoon tea and seniors' trip to Government House</li> <li>• High level support for Remembrance Day 2019 in conjunction with the RSL</li> <li>• Around the Bay 2019 bicycle event</li> <li>• Targa Florio Vintage Car event</li> <li>• Vietnam Veterans Day and the HMAS Goorangai Commemorative Service</li> <li>• Queenscliff Music Festival</li> <li>• Queenscliffe Community Market</li> <li>• Queenscliff Twilight Market</li> <li>• Lighting of the Christmas Tree</li> <li>• Nippers Carnival</li> <li>• Point Lonsdale Board riders Sounds of Summer and surf competitions</li> </ul>			

## Strategic Objective 2:

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

Portfolio: Environmental Sustainability

Portfolio holder: Cr Rob Minty

2019/20 INITIATIVES	Responsibility	Quarter	Status
<b>Continue street tree and park planting programs that reflect the character of Queenscliff and Point Lonsdale</b>	GMP&I	1,2	Completed
The street tree and park planting program aims to have all new trees planted in the winter months, and 124 new street trees were planted in August 2019. This quarter replacement trees were planted on an as needed basis.			
<b>Work with local and regional organisations to implement weed reduction programs</b>	GMP&I	All	In progress
Council is continuing to work proactively with organisations including Conservation Volunteers Australia, Corrections Victoria, Bellarine Catchment Network, the Department of Environment, Land, Water and Planning (DELWP), Victorian Fisheries Authority, Geelong Environment Council and Parks Victoria in implementing weed removal and revegetation programs across the Borough.			
<b>Support local organisations and volunteers undertaking projects designed to protect and enhance the natural environment</b>	GMP&I	All	In progress
<p>Council has a relationship with the following volunteer organisations:</p> <ul style="list-style-type: none"> <li>• Conservation Volunteers Australia;</li> <li>• Geelong Environment Council;</li> <li>• Corrections Victoria;</li> <li>• Bellarine Catchment Network; and</li> <li>• Victorian Fisheries Authority.</li> </ul> <p>Council has a strong partnership with the Bellarine Catchment Network (BCN) through which the Queenscliff Dog Beach is monitored for sand and dune changes. This has been extended to include sand monitoring at the Point Lonsdale front beach. The BCN and Council also support Bellarine Secondary College, Gordon TAFE, Brighton Grammar and Christian College (Bellarine campus) to undertake environment projects.</p> <p>Both Point Lonsdale Primary School and St Aloysius Primary School (Queenscliff) continue conservation activities that were undertaken in past years whereby the schools provide a stewardship role over small areas of foreshore with weeding and revegetation as required.</p> <p>The Geelong Environment Council (Queenscliffe members) and the Borough of Queenscliffe continue a valuable relationship where occasional vegetation restoration is undertaken along the escarpment below Citizens Park. This work includes weed removal followed by revegetation with indigenous plants.</p>			
<b>Work with local and regional organisations and neighbouring Councils to reduce waste and promote and increase recycling in the Borough and enhance the green waste disposal capacity of the region</b>	GMP&I	All	In progress
<p>Council has collected 2,712 tonnes of green waste through the kerbside garden bin service since its introduction in July 2015.</p> <p>The closure of Council's recycling contractor, SKM on 26 July 2019, resulted in Council diverting its recyclable material to landfill. In December 2019 Council entered into a short term agreement to recommence the processing of recyclables. The recycling industry remains unstable and Council continues to work in collaboration with neighbouring Councils on recycling arrangements for the future.</p>			

<b>Continue to examine options for reducing hard waste to landfill</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Council officers have commenced a review of current waste management services in preparation for development of Council's Resource Recovery and Waste Management Strategy. Officers are aiming to present the Strategy in the second quarter of 2020.			
<b>Continue to implement the Council's Corporate Carbon Neutral Action Plan</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Council officers have commenced a review of the corporate Carbon Neutral Action Plan. The review will identify actions to reduce emissions generated from Council activities in delivering services to the community. The plan will be completed by 30 June 2020. Council again supported National Recycling Week in November by hosting a collection in the Town Hall foyer of household items that cannot be recycled through the kerbside bin service. Items collected included mobile phones (3.6kgs), polystyrene packaging (7m <sup>3</sup> ), household batteries (14.8kgs) and fluorescent light tubes (59 items). This is the ninth consecutive year that Council has supported this national waste reduction initiative.			
<b>Facilitate community participation in the Community Environment Alliance and promote new projects through implementing Council's small grants program</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Council progressed the following initiatives: <ul style="list-style-type: none"> <li>Supported Alliance partners, Queenscliff Primary School, to promote the inaugural Save the Bay clean-up event, which collected 51kgs of rubbish. Council provided gloves and bags for students and disposed of the rubbish and recycling collected.</li> <li>Supported the Swan Bay Environment Association to deliver the Gardens for Wildlife program to Borough residents. A recipient of funding through the Community Environment Alliance grants program, the Gardens for Wildlife program provides residents with expert local advice on creating a wildlife-friendly habitat in their gardens.</li> </ul>			
<b>Continue to advocate with the City of Greater Geelong to State and Federal Government partners to seek funding to implement recommendations from the Geelong Queenscliffe Coastal Adaptation Program</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
The State government is funding two projects under the Coastal Adaptation Program. These initiatives will firstly map the impacts of capital investment on expected inundation scenarios to inform option selection. This project is a joint initiative with the City of Greater Geelong. The second component of funding will map heat impacts in Queenscliffe with a view to assessing emergency management capacity and providing guidance on mitigation measures.			
<b>Continue to advocate to the State Government for inclusion of Laker's Cutting into the RAMSAR listed Swan Bay site</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
No initiatives were undertaken in this quarter.			
<b>Conduct an organic food waste pilot</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Council officers have commenced preliminary planning for a FOGO (Food Organic, Green Organic) trial to be delivered in 2020.			
<b>Review Council's current hard waste service</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Council officers have commenced a review of current waste management services in preparation for development of Council's Resource Recovery and Waste Management Strategy. The Strategy will be presented to Council in the second quarter of 2020.			

# Strategic Objective 3:

## Foster a diverse and vibrant local economy.

Portfolio: Local Economy

Portfolio holder: Cr Ross Ebbels

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

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

Following the 2019 Federal election, Council received advice from elected government representatives that Fort Queenscliff will continue to function as a Defence facility. This means that it is not possible to achieve the core principles set out in the Master Plan. In particular the proposal to open up Fort Queenscliff to the community is not currently achievable. As such the action set out in the Implementation Plan will not be achieved. The Business Case project is no longer progressing in accordance with the adopted project plan. The project has been put on hold indefinitely.

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

<b>Implement recommendations of the Borough of Queenscliff Council's Economic Development Strategy, as follows: f. Enhance Council's sponsorship of local and public events (Pillar 3: Provide enabling support for fledgling events and experiences to grow)</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
In the 2019/20 budget Council has a \$20,000 allocation for the sponsorship of community activities and events, in addition to the annual community grants program. At its Ordinary Meeting on 19 December 2019, Council granted sponsorships to The Great Outdoor Cinema for \$5000 and The Queenscliff Community Market (Twilight Market) for \$3500.			

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

<b>Facilitate local businesses access to information and professional development opportunities</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
<p>Since 1 July until 31 December Council has:</p> <ul style="list-style-type: none"> <li>Facilitated the visit of the Small Business bus in Point Lonsdale</li> <li>Promoted the Wednesday Business Clinics at the O Space Queenscliff</li> <li>Promoted Tourism Greater Geelong and the Bellarine business training, including AFDO-Communications, using Canva and Mailchimp, Collaborative Connections</li> <li>Hosted 2 free Australian Taxation Office workshops – Tax Essentials (15 July) and Small Business Record Keeping (17 October) at the O Space, Queenscliff</li> <li>Participated in the Geelong Small Business Festival with a day long program of guest speakers, workshops and Question &amp; Answer panel. Securing high profile key note speaker Emma Welsh resulted in a full page editorial spread Geelong Advertiser, promoting the event and the region.</li> <li>Continued publication of e-news with a focus on supporting and building valuable connections with local business and community groups. Introduced new businesses; Nelly's at the Pier, The Bookshop at Queenscliff (new owners), Frankie Say Relax and QT Trader.</li> </ul>			



- Hosted a Tourism Greater Geelong and Bellarine (TGGB) Influencers workshop on 31 October at O Space Queenscliff plus promoted three additional TGGB business workshops in the Geelong region throughout October and November.

<b>Advocate for and seek funding from other levels of Government to improve coastal infrastructure that enhances the local amenity and improves community and visitor experiences</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Council has recently completed works on the rock revetment along the Point Lonsdale foreshore in addition to the upgrading of beach access stairs to the south of the Skate Park. Outstanding works yet to be funded by DELWP include the groynes, the rock revetment and an access ramp along the foreshore.			

<b>Work with local businesses and community organisations, Tourism Greater Geelong and the Bellarine and Visit Victoria to promote tourism experiences in Queenscliff and Point Lonsdale</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
<p>Between 1 July and 31 December 2019 Council has:</p> <ul style="list-style-type: none"> <li>• Worked with Tourism Greater Geelong and the Bellarine (TGGB) to promote the Thriving Ambition Queenscliff &amp; Point Lonsdale industry development plan workshops</li> <li>• Committed \$60K (x 2 over two years) to the Queenscliff Music Festival to support the continued development of Low Light festival</li> <li>• Promoted Winter Wonderland ice skating at the Queenscliff Harbour</li> <li>• Provided new local businesses with business to business promotion including Bellarine Country Butchers, Nelly's at the Pier and Francesca Riccardo</li> <li>• Held an After 5 event on 29 October 2019 at the Vue Grand with over 40 traders and community group members attending</li> <li>• Supported PLonQ initiative to host two Fridays of Christmas evening trade. This included working with the Library to host Santa, printing &amp; distribution of posters and local promotion</li> <li>• Curated 2 page spread advertising in 'Experience Culture' Official Visitor Guide</li> <li>• Continued onsite visits with local businesses to enhance communication and provide businesses opportunity for direct feedback</li> <li>• Promoted the TGGB FREE offer for local businesses to have professional photos</li> <li>• Supported the Geelong Toy Run with over 1,200 bikes (over 2000 people) visiting Queenscliff on December 8</li> <li>• Sponsored the Queenscliff Harbour fireworks and Queenscliffe Community Twilight Market</li> </ul>			

<b>Provide an accredited Visitor Information Centre service through the active involvement of volunteers</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
The Queenscliffe Visitor Information Centre (VIC) volunteers and staff have had 9,853 walk in and 410 phone enquiries this quarter. The VIC also arranged and hosted 14 public Heritage Guided Walks with 168 participants, and 1055 volunteer hours have been provided to the Visitor Information Centre this quarter. The volunteers have been active in selling Searoad Ferry tickets and provided an in-kind ticket service to local community groups and events such as Bellarine Lighthouse Theatre Group 'Aladdin', the Queenscliffe Historical Museum and Fort Queenscliff, and the Chamber Philharmonia Cologne. The VIC also conducted 2 familiarisations covering Queenscliff and greater Geelong areas.			

<b>Receive and consider a 20 year Vision for the Borough of Queenscliffe from the Queenscliffe Economic Development Advisory Committee (QEDAC)</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
Council had allocated \$10,000 in the 2019/20 budget for the 20 year vision project. The Local Government Bill currently before parliament requires councils to complete a ten year plan in their first year of office (2020/2021) so this project has been deferred to 2020/21 rather than duplicating the work this year and next.			

# Strategic Objective 4:

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

Portfolio: Planning & Heritage  
Portfolio holder: Cr Boyce Pizzey

2019/20 INITIATIVES	Responsibility	Quarter	Status
<b>Continue planning with the community to determine the future of the Borough's historic Avenue of Honour and how best to manage the replacement of trees along the Avenue</b>	GMP&I	All	In progress
Council has resolved to trial Monterey cypress as the replacement species for the Avenue of Honour. This decision is now being implemented by officers.			
<b>Complete the review of the heritage provisions in the Queenscliffe Planning Scheme and the related amendment to the Planning Scheme</b>	GMP&I	All	In progress
Officers are reviewing an issues paper on heritage. Upon satisfactory completion of review, relevant citations for significant properties will be developed for inclusion within the scheme.			
<b>Implement the priority recommendations of the 2017 Queenscliffe Planning Scheme Amendment (C27) by undertaking a review of the Neighbourhood Character provisions in the Queenscliffe Planning Scheme</b>	GMP&I	All	In progress
Council officers are actively engaged in the Bellarine Distinctive Areas and Landscapes work being undertaken by the Department of Environment, Land, Water and Planning (DELWP). A component of this work is a Neighbourhood Character Assessment for both Queenscliff and Point Lonsdale. Officers are awaiting the results, and associated recommendations, of the study to inform the development and implementation of Neighbourhood Character provisions into the Queenscliffe Planning Scheme.			
<b>Promote local heritage through arts, cultural and reconciliation activities and events</b>	GMOP&CS	All	In progress
Council worked with local museums in the planning and promoting of events, screenings and activities for Heritage week held in October which were promoted through the dedicated Seniors Festival Program and included Guided tours of the Fort, History Alive Cemetery Tours, Book Launch Step up Mrs Dugdale – (an eminent past resident), screening historical films and promotion of 2 for one entry's to each museum.			
<b>Promote Council's Heritage Fund to facilitate conservation of privately owned significant heritage assets</b>	GMP&I	All	In progress
This program is available to all property owners and offers low interest loans to approved applicants to facilitate restoration of Queenscliffe's iconic built heritage. Planning officers have continued to advertise the availability of loans to perspective applicants, however, further work will be undertaken to advertise the scheme to encourage a greater number of applications during the 2019/20 financial year.			
<b>Facilitate pre-application planning between Council and applicants considering a planning permit application related to properties with significant heritage values</b>	GMP&I	All	In progress
This is an ongoing requirement of council officers and is undertaken on an 'as needs' basis.			

<b>Improve regulation of statutory planning compliance</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
This is an ongoing requirement of council officers.			

<b>Implement Council's asset renewal and maintenance program to ensure the safe and effective use of Council owned and managed community buildings, open space and other infrastructure</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Building renewal has commenced with repair works to the roof at Queenscliffe Maritime Museum and Town Hall painting complete. Works are scheduled for the Fog Horn shed and Town Hall. Playground renewal is due for Ganes Reserve in early 2020.			

<b>Implement the Action Plan for historic coastal defence structures In Queenscliff and Point Lonsdale</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Repairs have been completed to two structures in Point Lonsdale. New fencing at lookout at Ocean View car park is scheduled to be completed in February 2020.			

# Strategic Objective 5:

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

Portfolio: Governance & Performance

Portfolio holder: Cr Bob Merriman

2019/20 INITIATIVES	Responsibility	Quarter	Status
<b>Ensure that Councillor and Council officer behaviour complies with the respective Codes of Conduct</b>	GMOP&CS	All	Compliant
<p>All Councillors, upon taking the oath of office, made the formal declaration to abide by the Councillor Code of Conduct and signed the necessary documentation, therefore meeting their obligations under the Local Government Act.</p> <p>All Borough of Queenscliffe Council staff sign the Council Staff Code of Conduct as part of the formal induction program in their initial week of employment. Both Councillor and Staff Codes of Conduct provide clear policy guidelines to inform acceptable and non-acceptable behaviour.</p>			
<b>Ensure adherence to guidelines on prudent management of debt, cash and asset renewal</b>	GMOP&CS	All	In progress
<p>Council continues to maintain prudence with respect to the management of debt, cash and asset renewal. Total interest-bearing loans and borrowings on the Balance Sheet is \$46,174 as at 31 December 2019. Council has just one loan that is due to mature in 2021 but has budgeted to take out further loans totalling \$902,689 in the second half of the year. However, this strategy will be revisited during the 3<sup>rd</sup> quarter budget review process.</p> <p>Excluding the non-current assets classified as held for sale, the forecasted working capital ratios for the year is well within the range VAGO considers low risk. Cash balances (\$7.8 million) remain high at the end of the second quarter, due to the level of operating and capital projects for which funds are carried forward from 2018/19 and held in cash reserves to match expenditure as it is incurred.</p>			
<b>Effectively manage public and organisational risk and meet all legislative requirements</b>	GMOP&CS	All	Compliant
<p>Council has progressively reviewed its risk management framework and advanced required changes to risk management related policies, procedures and processes. To ensure Council's Risk Management practices continue to operate within the framework provided by AS/NZS ISO 31000:2009 for risk management, relevant legislation and Council strategy, Council conducts an ongoing audit review of its risk management functions to ensure they are appropriately controlled, reviewed and monitored. A revised risk management policy was adopted by Council at its 13 December 2018 Ordinary Meeting. A revised risk register was presented to Council's Audit Committee at its 9 September 2019 meeting. Council's risk committee meets monthly as part of Council's internal Compliance Committee.</p>			
<b>Strengthen organisation development and workforce planning to more effectively meet community service expectations and statutory obligations</b>	GMOP&CS	All	In progress
<p>The CEO formally endorsed the Queenscliffe Council's 'People Plan' on 20 October 2017. The implementation of the Council's 'People Plan' continues to be supported by the Executive Team and staff. Council's Organisational Change Coordinator completed a review of the People Plan and its progress and this was presented to Council's Executive Management Team in May 2019. The remaining deliverables have been prioritised for implementation in 2019/20, with a particular focus on leadership development to underpin the pillars of the People Plan.</p>			

<b>Produce and forward the Council Plan, Strategic Resource Plan, Performance Statement and Annual Budget to the Minister for Local Government 28 days following Council adoption and in accordance with statutory timeframes</b>	<b>GMOP&amp;CS</b>	<b>4</b>	<b>In progress</b>
The Draft 2020/21 Budget process commenced in Quarter 2, and is on track to complete the process and adoption of the budget by the statutory timeframe of 30 June 2020.			
<b>Complete an annual review of Council's Strategic Resource Plan and long term (10 year) financial plan as part of Council's annual Budget preparation process</b>	<b>GMOP&amp;CS</b>	<b>2, 3 &amp; 4</b>	<b>In progress</b>
The Draft 2020/21 Budget process commenced in Quarter 2, and is on track to complete the process and adoption of the budget by the statutory timeframe of 30 June 2020.			
<b>Continue to administer the Fire Services Property Levy in accordance with State Government legislative requirements</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
Council continues to meet the statutory timeframes imposed, with quarterly returns due to the State Revenue Office within 28 days following the end of each quarter.			
<b>Continue to meet Council's extensive Crown land management obligations</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Officers regularly engage with DELWP officers to discuss funding opportunities for works within Crown Land reserves. Council has issued a number of short term licences for the temporary use of Crown Land by business operators. An internal review of licencing and leasing arrangements for Crown Land is currently being undertaken with an aim to development of a Crown Land lease and licence policy that clearly outlines both DELWP and Council requirements of both licence and lease holders.			
<b>Implement Council's 'Community Information and Engagement' policy to improve public participation in Council's decision making processes</b>	<b>CCEC</b>	<b>All</b>	<b>In progress</b>
Council recently concluded its Budget 2020-21 consultation. This was an innovative and wide-reaching engagement that allowed residents to suggest new projects, improvements to existing services and provide input into Council's direction for the next financial year. The engagement was Council's most demographically-balanced and among the most well-attended in recent history, and will be used as a best-practice template by Communications Officers for future consultation. Officers have also fully integrated a self-service consultation desk into Council's consultation strategy. This strategy allows residents without access to a computer or the internet to take part in consultation at a time that suits them, and ask for assistance from customer service staff if required. The initiative is also expected to lead to ongoing savings in paper and processing costs.			
<b>Enhance the provision of community information on Council's key decisions and the progress of priority projects</b>	<b>CCEC</b>	<b>All</b>	<b>In progress</b>
Communications staff will launch a new Facebook page for Council on 2 January 2020. The page will be used to provide information and updates to residents, as well as offering an opportunity for comment and engagement with Council. We anticipate the page will be well-received by residents, with its launch being underpinned by nearly six months of preparatory policy and strategic work. Officers have also improved the accessibility of online information regarding the status of Council's projects. Council's website now has timestamped updates and status summaries at the top of every project page, and content has been rewritten and cleaned up to be easier for residents to browse and understand.			
<b>Establish reference groups on major community projects as determined by Council</b>	<b>CCEC</b>	<b>All</b>	<b>In progress</b>
Reference groups have continued to operate on major projects where already established. Council officers have since identified that many members of our community who wish to be involved with Council's decision-making cannot participate in the reference group format. Council officers have responded by prioritising consultation methodologies that enable participation by all residents.			

<b>Assess and report on community perceptions on Council's performance through the annual Local Government Community Satisfaction Survey</b>	<b>CCEC</b>	<b>4</b>	<b>Completed</b>
<p>Council officers have confirmed our participation in this year's Community Satisfaction Survey (CSS) and ordered a selection of questions as part of the standard process. Officers have also requested methodological changes to this year's survey in an attempt to ensure the random sample reaches a broader range of residents and is more demographically balanced.</p> <p>This year's CSS is expected to take place in early autumn. Council expects to receive the results in late autumn or early winter.</p>			
<b>Continue to improve Council's records management systems</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
<p>Votar Partners have been engaged to assess the organisation against mandatory standards issued by the Keeper of Public Records for good record keeping in the Victorian Public Sector. The resulting report was received at the end of October 2019 and provides a comprehensive action plan for prioritising and addressing any compliance gaps across the areas of Strategic Management, Operations Management, Create Capture and Control, Storage, Access, and Disposal. Progress has been made regarding many of the first round of actions, including archiving, revival of previous TRIM software license and policy creation.</p>			
<b>Enhance on-line services available on Council's website</b>	<b>CCEC</b>	<b>All</b>	<b>In progress</b>
<p>Communications officers have continued to make improvements to Council's website, upgrading the accessibility of material relating to Council's projects and simplifying design elements to make the site easier to navigate.</p> <p>Officers also intend to use Council's new Facebook page (launching 2 January 2020) to direct traffic to key sections of Council's website – a strategy that will help raise awareness of some of the information accessible online and will continue to be rolled out over the coming months.</p>			
<b>Implement the recommendations of the I.T. Strategy focussed on provision of service to the community and on internal efficiencies</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
<p>An IT Strategy has not yet been formulated. Council officers have initiated discussions with the IT service provider to implement recommendations from the internal audit review on IT Network and Security (including Cyber Security). It is expected that the Strategy will be finalised in the third quarter.</p>			
<b>Continue to advocate to the State government on a boundary change</b>	<b>CEO</b>	<b>All</b>	<b>In progress</b>
<p>Council continues to advocate as appropriate. Meetings with City of Greater Geelong have been scheduled for quarter 3 of this financial year.</p>			
<b>Recruit a property officer to manage the lease of Council and Crown land properties</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>Completed</b>
<p>A re-allocation of duties has enabled this function to be completed without the need to recruit additional staff.</p>			
<b>Conduct an independent review of targeted Council programs</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>Completed</b>
<p>The following independent audits were completed in this quarter:</p> <ul style="list-style-type: none"> <li>• Human Resources Management</li> <li>• Business Continuity Plan / Disaster Recovery Plan</li> </ul>			
<b>Conduct a review of the Borough of Queenscliffe's Local Law No. 1, 2010 (Processes of Municipal Government) and Local Law No. 2 (Community Amenity)</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>In progress</b>
<p>The review of the Local Law No 1, 2010 – Processes of Municipal Government and Local Law No. 2 – Community Amenity has commenced. Council Officers have researched other LGAs recently amended local laws to provide insight into any emerging trends/themes of amendments that have been adopted by other</p>			

LGAs. Local Laws will then be drafted and presented to Council to be placed on public exhibition for feedback.

# 2019/20 Capital Works Program

2019/20 INITIATIVES	Responsibility	Quarter	Status
<b>Finalise the detailed design and progress construction of the 'Destination Queenscliff' project (this includes improvements to the Ocean View Car Park and a new kiosk/café; improvements to the Fort Queenscliff surrounds, landscape improvements, new public amenities and upgrade to utilities);</b>	GMP&I	All	In progress
Council completed community engagement on the Framework Plan for Destination Queenscliff. Work is now being undertaken by Hassel to respond to feedback received.			
<b>Complete implementation of the Point Lonsdale Lighthouse Reserve Master Plan (Stage 1);</b>	GMP&I	All	In progress
Officers have received heritage (post contact) and vegetation assessment reports for the proposed works. These reports will inform applications for permits for vegetation removal and excavation associated with Stage 1 of the proposed works. Further investigation is currently being undertaken on the indigenous heritage of the site.			
<b>*Seek funding from other levels of Government to implement Point Lonsdale Lighthouse Reserve (Stage 2);</b>	GMP&I	All	Yet to Commence
Council will look to progress stage 2 of the Point Lonsdale Lighthouse Reserve Master Plan when the stage 1 works are completed at the end of the 2019/20 financial year. A key consideration will be the availability of relevant funding programs from State and or Federal Governments.			
<b>Continue to implement improvements to the caravan parks at the Queenscliff Recreation Reserve and Victoria Park;</b>	GMOP&CS	All	In progress
Council officers are in the process of developing plans regarding underground power and development of the amenity block. These initiatives are now tied to the timing of the plan for Destination Queenscliff.			
<b>*Identify funding opportunities to implement the approved Master Plan for Royal Park Caravan Park in the Borough of Queenscliffe;</b>	GMOP&CS	All	In progress
Council continues to seek potential funding opportunities. Given Council's current positive position in relation to State and Federal Government funding, it is proposed to seek funding for caravan park improvements when construction is nearing completion on the key capital works projects of Destination Queenscliff and the Point Lonsdale Lighthouse Reserve.			
<b>Conduct further consultation and planning for Golightly caravan park;</b>	GMOP&CS	All	In progress
Council continues to seek potential funding opportunities. Given Council's current positive position in relation to State and Federal Government funding, it is proposed to seek funding for caravan park improvements when construction is nearing completion on the key capital works projects of Destination Queenscliff and the Point Lonsdale Lighthouse Reserve. Consultation with the Golightly Park Residents' Association occurred earlier in the year.			
<b>Continue to support Queenscliffe Maritime Museum and Queenscliff Music Festival by completing a plan for the future shared use of the Fisherman's Cooperative building;</b>	GMOP&CS	All	Completed
All parties have agreed to cease this project.			



<b>Prepare the Queenscliffe Marine and Coastal Management Plan;</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Officers are currently undertaking a literature review with a view to developing a draft document for community consultation in late 2020.			
<b>Finalise and implement plan for Princess Park toilet improvements;</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
We have commenced discussions with new tenants about improvements with the next step to engage an architect to draw up plans which is scheduled for March 2020.			
<b>Work with Rotary Club of Queenscliffe to pilot the construction of outdoor gym equipment in parks;</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
The Department of Environment, Land, Water and Planning (DELWP) has not approved original proposed locations on Point Lonsdale promenade and so new locations have been selected on the Point Lonsdale foreshore, which is now out for public consultation. It is envisaged if there are no objections, that MACA approval will be granted in March and the project can proceed in April.			
<b>Continue to implement the Queenscliffe Hub project</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Kerstin Thompson Architects have been appointed for the design of the Hub. All key appointments associated with the design of the building have now been completed.			
<b>* Seek funding under the Fixing Local Roads Stage 2 funding program, which is to include Hesse Street South and King Street storm water asset improvement Stage 2;</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
Funding has been confirmed and works are being designed but will not commence until April/May 2020.			
<b>Upgrade the storm water infrastructure in Simpson Street, Point Lonsdale (Stage 2);</b>	<b>GMP&amp;I</b>	<b>All</b>	<b>In progress</b>
First trial soakage/retention pit has been installed in Baillieu St with some improvements required. The remaining four pits are scheduled to be built in March/April 2020.			
<b>Complete the upgrade of Point Lonsdale Tennis Club lighting;</b>	<b>GMP&amp;I</b>	<b>1, 2</b>	<b>In progress</b>
Council officers are progressing the PLTC Improvement program. Officers are currently finalising the preferred tenderer council report for the works on the court, lights and light poles, book a court system and electrical upgrade. Building discussions to reconvene once the court component costs are finalised as per above.			
<b>Continue investment in Corporate I.T. systems;</b>	<b>GMOP&amp;CS</b>	<b>1, 2</b>	<b>In progress</b>
An issues analysis is underway of Council's records management system. A framework for a project management system is also in development.			
<b>Invest in new systems to manage Council's property leases</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>Completed</b>
Council has implemented a (no cost) system to manage Council's property leases.			
<b>Continue to implement the recommendations of Council's Tourism Directional Signage Project</b>	<b>GMOP&amp;CS</b>	<b>All</b>	<b>Deferred</b>
Works have been deferred until 2021.			

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