



Queen Elizabeth Centre  
**Annual Report**  
**2024-2025**



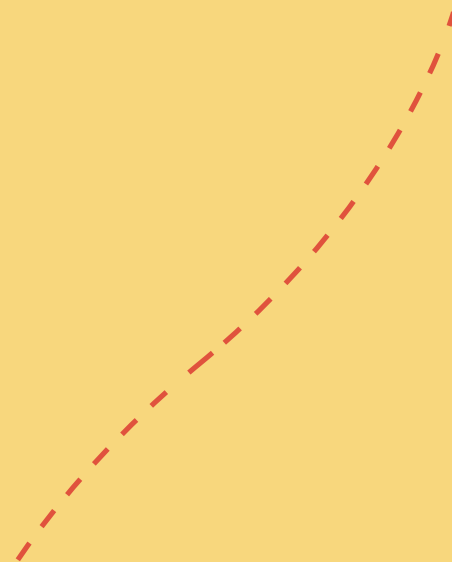


**QEC acknowledges all Aboriginal and Torres Strait Islander peoples as traditional owners of the lands on which we walk, live and raise our children.**

**We pay our respects to traditional owners past, present, future and any Aboriginal people present here today.**

**We acknowledge the importance of children being raised with connections to culture, community and family.**

View our video version [Acknowledgement of Country](#)





# Contents

1 / Board Chair and Chief Executive Officer Report	2
2 / Overview	6
3 / Strategic Goal One: Clinical Excellence	14
4 / Strategic Goal Two: Leadership	18
5 / Strategic Goal Three: Organisational Excellence	24
6 / Partners and Supporters	34
7 / Disclosures	36
8 / Additional Information	39
9 / Disclosure Index	40
10 / Financial Statements	42



# 1

## Board Chair and Chief Executive Officer Report

QEC is proud to work alongside families and communities to ensure every child has the best start in life. In 2024–2025, we supported over 2,500 families, enabling positive outcomes in health, development, learning, safety and connection.

Our work is centred around three key strategic goals:

- I. **Clinical Excellence** – partnering to create and deliver high quality early parenting support to more children and their families
- II. **Leadership** – providing leadership for the early parenting sector that expands knowledge and access for all Victorians
- III. **Organisational Excellence** – creating an outstanding operating environment that accelerates our work.

A strong culture is one of the most important things we do to enable our purpose. Everyone involved with QEC lives our values, as we:

- *Listen*, understand and learn
- *Embrace* cultures, communities and families
- *Celebrate* unique strengths and experiences

- *Inspire* each other to grow and thrive
- *Nurture* kindness and the joy of play
- *Strive* to deliver the best outcomes and care.

This year's outstanding VPSC People Matter Survey results led to QEC being rated as one of the top organisations in workplace culture across Victoria. 85% of our employees completed the survey (an increase from 63% last year); results remain extremely positive:

- Engagement Index further increased to 82.6 (from 81.7 in 2023)
- "Inclusion", "satisfaction" and "intention to stay" metrics remained strong
- Employees feel "happy" and "enthusiastic" at work – and report feeling supported and valued by our leadership team.



These exceptional results reflect the leadership of our CEO and Executive team, who make a significant contribution to our organisation every day, and to whom the Board expresses our sincere thanks.

The Victorian Government's \$165 million infrastructure investment in our EPC network expansion has the potential to change lives - not just for today's parents, but for future generations. QEC has been working hard to support the establishment of our growing sector via the delivery of: training and education, onsite clinical mentoring, outcome data reporting, policy and procedure development and sector-wide collaborations.

This year, we were extremely proud to launch our first ever university credentialed early parenting course, in partnership with Monash University. Completion of two early parenting units enables the development of appropriately skilled early parenting clinicians to meet the expanding workforce need:

- **Unit 1: Early Parenting Fundamentals**
  - equips students with an understanding of context, purpose and impact of working in early parenting roles, through exploration of history, theory, evidence, frameworks and legislation.
- **Unit 2 Early Parenting Practice –**
  - equips students with the early parenting knowledge and practical skills required to work with parents/carers with children under 4 years of age in a range of settings.

We sincerely thank QEC's Wendy Spry and Frank Slutzkin Committee for scholarship support for this course.

QEC's new EPC is currently under construction on the Mornington Peninsula. Scheduled for completion in late 2025, the new centre will provide a much-needed resource for local families. We are extremely grateful to the Victorian Government and our partners at Peninsula Health for their generous support of this project.

Refurbishment work is complete at our Noble Park site, with significant upgrades to the day stay wing, playroom and education rooms – to bring the entire facility up to a fresh, modern standard. This project was generously enabled by Dr Ian Ross, a long-standing supporter of QEC.

Our Reconciliation Action Plan is a formal statement of commitment that aims to support the development of respectful relationships and meaningful opportunities with First Peoples. Over the last year, QEC has continued to forge strong and respectful partnerships with Aboriginal Community Controlled organisations: VACCA, VACCHO, Ramahyuck/Wanjana Lidj and First Peoples Health and Wellbeing.

This year, we have also built on our strong relationship with Tweddle, QEC's major early parenting partner. Together, we have forged ahead with future proofing our organisations by partnering on a range of strategic and quality improvement initiatives. Our sincere thanks to the Board and leadership team at Tweddle for their collaborative partnership.





Our greatest thanks extends to the families who trust us with their care needs throughout the year. Of the 2,500+ families who accessed support at QEC, 90% met their goals; 94% reported improvements in their child's sleep and settling behaviours; and 87% reported feeling more confident about parenting their children. These outcomes are a credit to the hardworking, committed families we support – and to our employees, whose endeavours are reflected in these outcomes.

Our Board is made up of individuals who are incredibly committed to ensuring that the QEC continues to grow and deliver support to Victorian families and communities. This year, we thanked and farewelled Board Directors Lesley Podesta, Belinda Loke and Catherine Ho who served nine years, chaired our Board and contributed significantly to our work.

In accordance with the Financial Management Act 1994, I am pleased to present the report of operations for The Queen Elizabeth Centre for the year ending 30 June 2025.

**Sandy Bell**  
Board President  
17 September 2025

**Sue White**  
Chief Executive Officer  
17 September 2025



# T's story



“ I was taking the kids to the Maternal Child Health Nurse in our local area and I was explaining that my partner was dealing with a bit of anxiety and sleep deprivation and we were just trying to organise some routines for our two boys. Our two-year-old wasn't sleeping throughout the night, he wasn't eating his veggies. We had our baby in our room, and we were losing ourselves to him always coming into the bed and just losing part of our relationship.

Whenever our baby would cry, it would mentally over stimulate us and mentally overwhelm us to the point that we would just cave and bring him into the bed.

The nurse suggested QEC might be a benefit for both our kids and us parents.

At QEC, there was one staff member, it was such a simple step that she taught us, and that was just tapping the bed. We were completely overthinking how to get these boys to sleep, how to redirect them. It was such a relief to know that we don't have to hold him, don't have to rock him to sleep, don't have to constantly feed him bottles. It was just so simple to put him down.

My 2-year-old, absolutely loved he's time at QEC. He loved the fact that there was a bigger toy room, more kids that he could play with and the fact that there was no TV's, there was no sort of technology. He loved his time there, making new friends.

The moment we got home, we unpacked the car and we started planning out how to shift our baby from our room into the bedroom with our toddler. We've actually been able to implement the strategies that QEC has given us for the boys sleeping in the same room and we moved our baby's cot in. We made the bedroom more child friendly and we've actually been able to implement no technology and actually gotten back down on their levels and play with them more. And not overthink everything that we've been doing.

And with the food, we were overwhelming our boys at home by the sheer size of the portions that we were giving them. So now we've been able to simplify it to little individual tubs for our baby and also we've been able to get our toddler to eat veggies and actually sit down at dinner. But if he does not want to do that with the tricks and hints we were taught, and with the self-care sessions as well, we've been able to recentre, redirect and just let our toddler have his little moment but then come back and finish his dinner.

I realised that what happens in my relationship and in my home is also happening in everyone else's home. It's not just solely between us, everyone else is dealing with the same things. And for the other mums that had the same perspective, I really took that feedback on. It was a great laugh. It was a great time. ”




## 2 Overview

Children are at the heart of everything we do at QEC. We believe every child deserves the best start in life. To this end, we provide families with specialised services, care and education to support them on their parenting journey.

Our vision is for all children have the best start in life.

Our role is to partner with families and communities to deliver outstanding early parenting support that enables children to thrive.


Our values guide everything we do:



**Listen,**  
understand  
and learn


**Embrace**  
cultures,  
communities  
and families

**Celebrate**  
unique  
strengths and  
experiences




**Inspire**  
each other  
to grow  
and thrive

**Nurture**  
kindness  
and the joy  
of play



**Strive**  
to deliver the  
best outcomes  
and care





To achieve our vision, we have a Strategic Plan that puts children and their families at the centre of our work:

### Goal 1: Clinical Excellence

Partner to create and deliver high quality early parenting support to more children and their families.

- I. Deliver safe, high-quality, effective care that places children at the centre, to more families.
- II. Celebrate and embrace the unique strengths and experiences of the families and communities we care for.
- III. Collaborate with diverse partners to best support more children and their families.
- IV. Partner with First Nations communities in support of self-determination.

### Goal 2: Leadership

Provide leadership for the early parenting sector that expands knowledge and access for all Victorians.

- V. Grow our expertise, knowledge and resources in clinical care, policy development, education, research and evaluation.
- VI. Amplify and expand industry leading practice and ideas.
- VII. Be recognised as a trusted source of expertise in our community.
- VIII. Advocate for the delivery of care to Victorian families in need.

### Goal Three: Organisational Excellence

Create an outstanding operating environment that accelerates our work.

- IX. Attract, develop and retain an inspired and empowered workforce.
- X. Grow a diverse and inclusive culture.
- XI. Sustain our organisation with strong and evolving technology, infrastructure and financial outcomes.
- XII. Improve our environmental performance to benefit future generations.



QEC is a public health service established under the Health Services Act 1988 (Vic). The responsible Minister is the Minister for Health. We acknowledge the strong support and commitment of:

- Minister for Children  
The Hon. Lizzie Blandthorn
- Minister for Health  
The Hon. Mary-Anne Thomas
- Minister for Health Infrastructure  
The Hon. Mary-Anne Thomas  
The Hon. Melissa Horne
- Minister for Mental Health  
The Hon. Ingrid Stitt

QEC is ably led by a high functioning Board who diligently oversee governance and strategy across the organisation. Our Board is comprised of engaged, professional, and highly skilled Directors who take their role seriously and commit time to ensuring we deliver our vision, strategy, and operations.

Over the past year, we have continued to foster excellence in Board Director performance, aligned to our agreed accountability framework:

Accountability	Director Compliance
Compliance Attestation	100%
Conflict of Interest Declaration	100%
Vic Gov Declaration of Private Interests	100%
Vic Gov Related Parties	100%
Working with Children Check	100%
Min 75% Board Meeting Attendance	100%
Min 75% Committee Meeting Attendance	90%
Annual Strategy Day Attendance	70%
Budget Approval Meeting Attendance	100%
Financial Result Meeting Attendance	90%
Minimum 1 x Onsite Event Attendance	100%





An independent governance evaluation was undertaken by the Board in early 2025.

Excellent results were identified in the following areas:

- Strategic Direction: formulation, oversight, insight, trends and issues
- Finance: individual Director's responsibilities, planning, reporting, controls
- Governance harmony: culture, conflict of interest, CEO relationship, review and development
- Governance effectiveness: meetings, agenda, papers, minutes, annual calendar, policies.

The Board continue to work hard on our environmental and social governance: environmental sustainability, climate change, reporting and accountability, extreme events, modern slavery, DEI and belonging.

## **We sincerely thank the following Board Directors for their work in 2024-2025:**

### **Ms Catherine Ho Board Chair**

B.Economics, Grad Dip Applied Finance, ACA, EFP (ANZSOG), GAICD

Catherine's commercial career spans over 25 years in Australia and internationally, working with some of Australia's largest companies and the Victorian government. Her tenures with AXA, Members Equity Bank, Pricewaterhouse Coopers and Cenitex spanned a broad range of services ranging from audits, business processes improvements, strategic commercial advice and transformation to governance. Catherine is also an advisory member of

the Technology Business Management Council for Asia Pacific. She joined the QEC Board in 2017 and was appointed Board Chair in 2023. Board meeting attendance for the period was 100%.

### **Professor Julie Green Deputy Board Chair**

PhD, MPH, Grad Dip Adult Ed, Cert Midwifery, Cert Nursing, GAICD

Julie has more than four decades of clinical, research, policy and governance experience in child and family health and evidence-based parenting support. Julie has served on ministerial and other senior committees and advisory groups in Victoria and nationally in the areas of parenting, child safety, child mental health, research and ethics, and digital technologies. She is a board member of Children's Healthcare Australasia and was previously Executive Director and board member of [raisingchildren.net.au](http://raisingchildren.net.au). Julie is Adjunct Professor, School of Medicine, Western Sydney University; Honorary Research Fellow at the Murdoch Children's Research Institute; and Principal Fellow, Department of Paediatrics, University of Melbourne. She joined the QEC Board in July 2020, is Deputy Board Chair and was a member of the Audit, Finance and Infrastructure and Quality, Risk and Clinical Governance Committees. Board meeting attendance for the period was 100%.

### **Ms Sandy Bell**

BA, MPPM, GAICD

Sandy has more than 30 years' experience in the Victorian health sector and is currently Executive Director Strategy, Planning and Performance at the Royal Children's Hospital. Sandy has served on a number of not for profit and public sector boards in the areas of women, housing, community and health. She joined the



QEC Board in 2017 and served as Board Chair from 2018 to 2023. Sandy is the Chair of Audit, Finance and Infrastructure Committee and a member of the Wendy Spry and Frank Slutzkin Research Fund Committee. Board meeting attendance for the period was 100%.

### **Ms Lesley Podesta**

B.Arts, Master of Arts Psycho-Social Research

Lesley was the CEO of the Alannah and Madeline Foundation from 2016 to 2021. In July 2021 she commenced as Head of Government Relations at Phoenix Australia, Centre for Post Traumatic Mental Health, University of Melbourne. She is the Chair of the Advisory Board Young and Resilient Centre at University of Western Sydney and a Board member of UNICEF Australia. Prior to joining the not-for-profit sector, Lesley had a long career in State and Commonwealth government and worked in a number of senior executive roles. She joined the QEC Board in 2019 and was a member of the Quality, Risk and Clinical Governance Committee. Lesley resigned from the Board in December 2024. Board meeting attendance for the period was 100%.

### **Ms Belinda Loke**

LLB (Hons) B.Bus (Banking and Finance) GAICD

Belinda is a dynamic professional with expertise in law, governance, and leadership. Recognised in the Governance Top 100 and awarded the 2023 Asian-Australian Leadership Awards, she serves as a Board Director at Kids Hope Australia, chairing key committees. Belinda holds Advisory Council roles at the Monash University, The Royal Children's Hospital, and the BoardEffect Expert Advisory Panel. Founder of Legalex, a digital law firm, Belinda has over 17 years of legal experience. Belinda joined the QEC Board in July 2023 and is a member of the Quality, Risk and Clinical

Governance Committee and Wendy Spry and Frank Slutzkin Research Fund Committee. Board meeting attendance for the period was 100%.

### **Dr Henryk (Harry) Majewski**

PhD, GAICD

Harry was the CEO of Access Health and Community, a non-profit primary care health service for 10 years. He now runs his own consultancy, Fresh Strategy, largely focussed on pro bono strategy development for non-profits. Prior to his CEO position, he was Professor and inaugural Head of School of Medical Sciences at RMIT University, and an NHMRC funded medical researcher at the University of Melbourne, Monash University, RMIT University and the University of Freiburg. He is an alumnus of Leadership Victoria and has contributed as a volunteer to projects in education, health, leadership development and mentoring. Harry joined the QEC Board in July 2023 and is the Chair of the Quality, Risk and Clinical Governance Committee. Board meeting attendance for the period was 100%.

### **Ms Draga Jevtic**

Masters Psychology (counselling), Post Grad Certificate and Diploma Management Psychology, GAICD, CPHR

Draga is a psychologist with over 30 years' experience. She has considerable experience in: overseeing and ensuring high levels of clinical and care governance and best practice interventions; stakeholder engagement and strategic partnerships; and workforce planning to ensure pioneering solutions to advance health and wellbeing of all stakeholders. Draga has previously served on several non-profit, private and government (state and federal) boards and advisory groups including health, multicultural affairs and migration, disaster



response and humanitarian aid. She is also currently a member of the National Women’s Advisory Group for The Federation of Ethnic Communities Council of Australia; and Chair of mentoring programs for FashLab. Draga joined the QEC Board in July 2024 and is a member of the Quality, Risk and Clinical Governance Committee. Board meeting attendance for the period was 100%.

**Ms Marilyne Crestias**

Masters Economics, Grad Dip Asian studies, MAICD

Marilyne has over fifteen years’ experience in government and consulting, focusing primarily on public policy, financial management and governance. Prior to her current role as Head of Policy and Advocacy of the Clean Energy Investor Group, Marilyne worked as an Executive in the Victorian Treasury and Energy Departments. Marilyne is also the Vice-President of the Victorian National Parks Association. Marilyne joined the QEC Board in July 2024 is a member of the Audit, Finance and Infrastructure Committee. Board meeting attendance for the period was 100%.

experience into the design and delivery of service improvement. In May 2024, Lisa was appointed the inaugural Consumer Member at our Board Quality, Risk and Clinical Governance Committee – extending her expertise to governance and strategy. Lisa is also a skilled project coordinator with over a decade’s worth of experience working for some of Australia’s largest retail companies. When between projects, Lisa returns to her other working passion – aged care. Outside of work, Lisa enjoys exploring the beaches, parks and bushland of the Mornington Peninsula where she lives with her family. Committee meeting attendance for the period was 100%.

**Ms Anna Martiniello**

Independent Committee Member – Audit, Finance and Infrastructure Committee

Anna is an experienced real estate development executive with over 25 years in public and private sector organisations, including architecture, construction, property development, and funds management disciplines. She has extensive expertise in the full lifecycle of real estate development, covering multiple property asset classes. Anna specialises in master planning and developing large, complex sites, with a focus on creating vibrant and sustainable urban communities and precincts. She is skilled in leading the strategic direction, vision formation, and governance frameworks for major urban renewal projects. Currently, Anna is the Managing Director of Urbanexus, an organisation of development management professionals with a mission to create unique destinations that enrich the experience of urban environments while delivering strong investment returns to their clients. Committee meeting attendance for the period was 100%.

**We also sincerely thank the following Independent Committee Members for their work in 2024-2025:**

**Ms Lisa Mulvogue**

Consumer Member – Quality, Risk and Clinical Governance Committee

Lisa is a parent of two young children, utilising our services in 2019 and 2020. She is a long-standing member of QEC’s Family Advisory Committee and Clinical Governance Committee, bringing lived



### Mr Bruce Moore

Independent Committee Member –  
Audit, Finance and Infrastructure Committee

Bruce is a technology and delivery executive with over 20 years’ experience in government and commercial sectors, across Australia, the UAE and Indonesia, with expertise in strategic planning, innovation, and leading technology and cybersecurity teams. He has previously worked with Telstra, Optus and across the Victorian Public Transport System. Bruce is an independent member of the Melbourne Polytechnic Strategic Investment and Infrastructure Committee and has previously been an independent member of the 000 Victoria IT Committee. Committee meeting attendance for the period was 60%.

### Wendy Spry and Frank Slutzkin Research Fund Committee

**External Members** Bruce Morley (Chair)  
Ian Ross  
Campbell Paul  
Warwick Spargo

**Board Directors** Sandy Bell  
Belinda Loke

### The Executive team consistently make significant contributions to QEC:

**Chief Executive Officer**  
Sue White

**Director of Clinical Innovation and Development**  
Helen Cunningham

**Director of Nursing and Clinical Services**  
Elaine Grant

**Director of Corporate Services**  
Casey Hepburn

**Director of Finance and Business Services**  
Owain Hughes

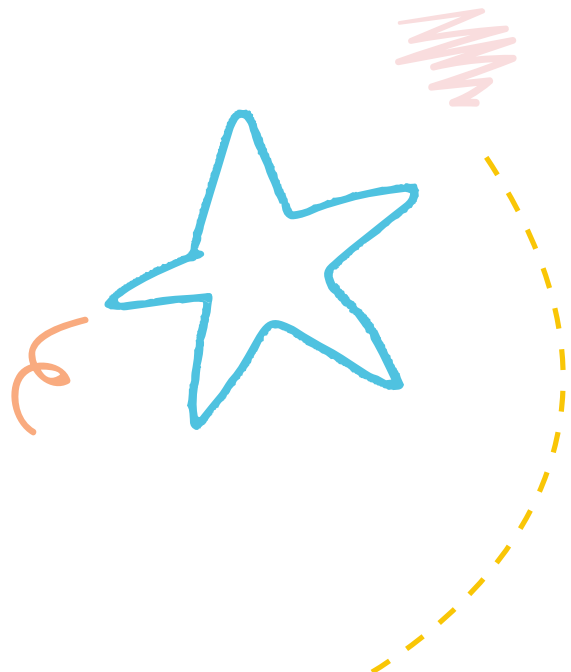
### The work of QEC’s Board is well supported by a number of committees:

#### Audit, Finance and Infrastructure Committee

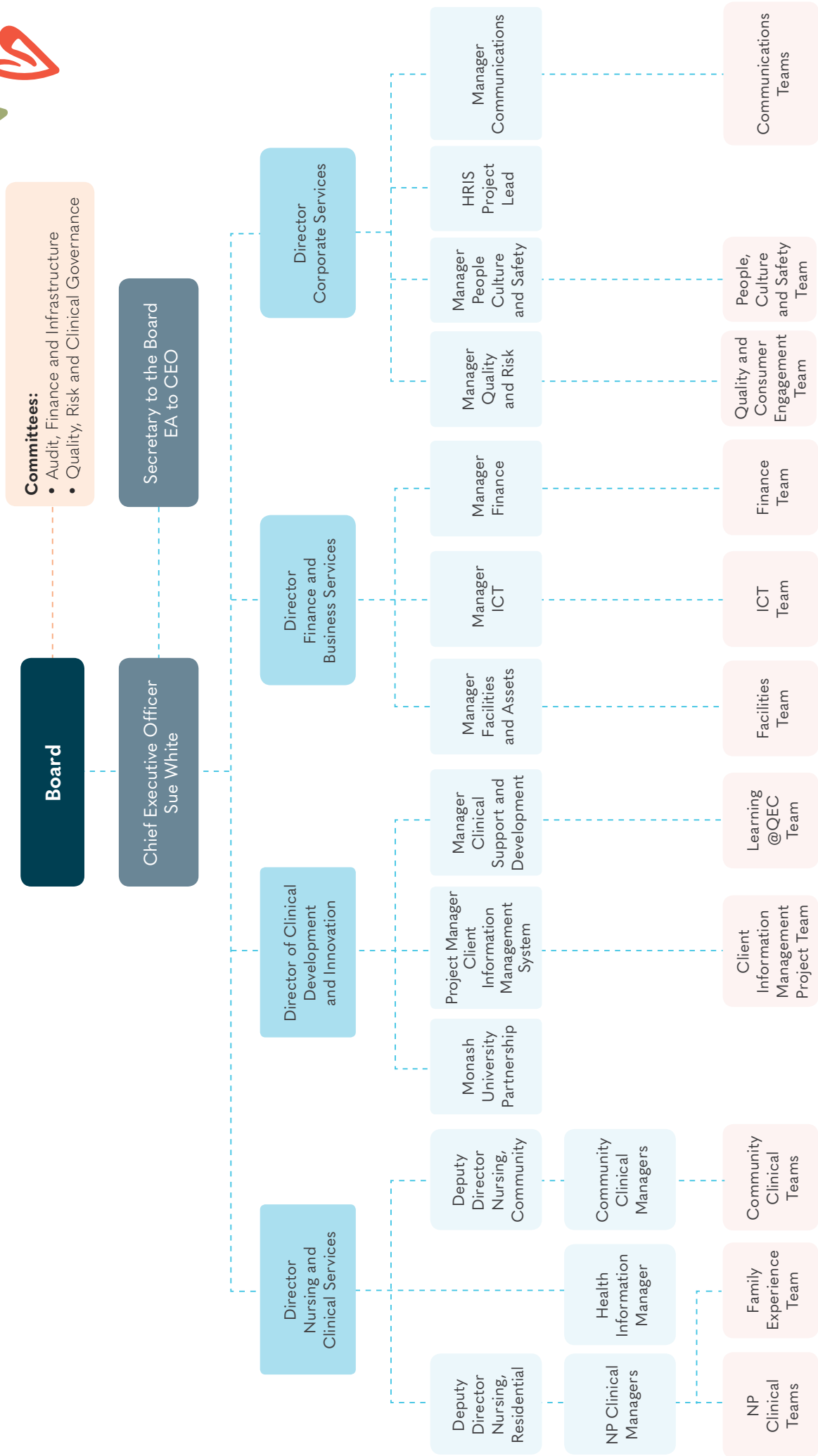
**Chair** Sandy Bell  
**Members** Julie Green  
Marilyne Cresitas  
Bruce Moore  
Anna Martiniello

#### Quality, Risk and Clinical Governance Committee

**Chair** Harry Majewski  
**Members** Lesley Podesta  
Draga Jevtic  
Belinda Loke  
Lisa Mulvogue



# Organisational chart





# 3

## Strategic Goal One: Clinical Excellence

*Partner to create and deliver high quality early parenting support to more children and their families.*

### 3.1 Our work

Ensuring children have the best start in life has been our purpose for over a century; every year we support thousands of families through evidenced based programs, delivered via:

- Five modalities (inpatient, day-stay, groups, home-visits, telehealth)
- Multiple locations across metropolitan Melb (Noble Park, Southern Melb, Northern Melb) and regional Vic (Gippsland, Northeast Vic)
- 150 employees working in partnership with families, communities and other services
- Robust, enduring partnerships with Aboriginal Community Controlled Organisations.

Our programs include:

- **Assessment and Intake** – Delivered by experienced clinicians providing brief interventions and linkages to service options, ensuring the right program at the right time.
- **Day Stay** – Single day program incorporating intensive, practical parenting education and support.
- **Residential** – Residential program for families experiencing challenges with parenting infants and young children.
- **PlaySteps** – Relationship based parenting program focusing on enhancing interactions between children and their parents, via a weekly, structured group format.
- **Parenting Assessment and Skills Development** – Intensive parenting assessment and skills development program for families who are referred through the Child Protection system, delivered in residential and home-based settings.



- **Individual Child and Family Support** – Home based program providing responsive, needs based support to vulnerable children and families.
- **Specialist Interventions** – Intensive home-based support service for families with children at risk of (or who have recently been placed in) out of home care.
- **Family Preservation and Reunification** – Intensive support for families with children at risk.

- **ForWhen** – National digital and phone support for new parents, to connect families to mental health services.

During 2024–2025, QEC was proud to provide services from a range of locations across Victoria. Over the past year, we supported 2,548 families.

Region	Number of Families
State-wide: Advice Line	611
State-wide: ForWhen Perinatal Mental Health Support	404
State-wide: EPC Programs	893
State-wide: Residential PASDS	103
Southern Melbourne	122
Gippsland	209
Northern Melbourne	45
Northeast Victoria	58
<b>Total</b>	<b>2,548</b>



### 3.2 Reconciliation and self-determination

Our Reconciliation Action Plan is a formal statement of commitment that aims to support the development of respectful relationships and meaningful opportunities with First Peoples. Over the last 12 months, reconciliation initiatives have included:

- Clinical development and support to VACCA Aboriginal Early Years Practitioners
- Early parenting education and support to clinicians at Baluk Balert Barring (Victoria's First Aboriginal led Early Parenting Centre, run by First People's Health and Wellbeing)
- First Nations artwork and wayfinding installation at Noble Park
- Activity plans promoting cultural knowledge, respect and safe practice
- Participation in significant events with local First Nations' communities

- Cultural safety training and awareness for all employees
- National Reconciliation Week "Voices for Generation Choir."

Over the last year, QEC has continued to forge strong and respectful partnerships with Aboriginal Community Controlled organisations: VACCA, VACCHO, Ramahyuck/Wanjana Lidj and First Peoples Health and Wellbeing.





### 3.3 Clinical governance excellence

During the past year, QEC's internal auditors undertook a scheduled audit of our clinical governance systems to ensure alignment with Safer Care Victoria's Clinical Governance Framework. The review assessed QEC against the following key domains, systems, procedures and processes:

- Leadership and culture – develop and communicate a clear vision and strategy, ensure supportive culture and adequate governance structures
- Consumer partnerships – empower consumer partnership and addressing feedback
- Workforce – support a competent workforce with adequate support provided
- Risk management – identify, address and report risks in a timely manner
- Clinical practice – ensure clinical practices are carried out appropriately; and review and reporting are done in a timely manner.

The results demonstrated a mature and effective approach, consistent with best practice clinical governance.

### 3.4 Clinical audit program

QEC's clinical audit program encompasses a wide range of initiatives that drive quality and safety across all programs and sites. Client file audits are an integral part of our clinical governance system; in 2024-2025, over 90% of files audited were rated as satisfactory. Our infection prevention and control audits also continue to demonstrate positive results, with compliance across 96% of audit areas. Ongoing employee awareness and training ensures continual improvement.

### 3.5 Period products pilot

QEC was pleased to be selected as a trial site for the Victorian Government's [Free pads and tampons in public places program](#). The initiative aims to address the lack of access to appropriate period products. Barriers to access can have significant negative impacts across many areas of people's lives: physical and mental health, education, employment and social activities. A number of vending machines are installed at QEC – with a view to increasing access to period products and normalising periods.

### 3.6 Digital and virtual care

In June 2025, QEC finalised our new Digital Health Strategy – a key document developed in partnership with Tweddle Child and Family Health Services – that explores a number of key themes:

- How might families engage with services in future? Are there gaps in current service models that could be addressed via digital solutions? What types of needs/issues/families are best met via nontraditional (ie digital) methods?
- What are the risks, benefits, barriers and enablers in developing/delivering digital health care options? How do we maintain safe, effective cotemporary approaches? What does a review of the digital health care evidence base tell us?

The development of this strategy was undertaken by independent consultants and informed by in-depth consultations with: families, clinicians, referrers, service providers, academics, and other stakeholders. We look forward to the next phase of this project and developing an implementation framework to drive better access and outcomes for Victorian families.



# 4

## Strategic Goal Two: Leadership

Provide leadership for the early parenting sector that expands knowledge and access for all Victorians.

### 4.1 Consumer and community participation

QEC is committed to involving community and consumers in the development of all aspects of services – we seek to empower people to have a voice through meaningful engagement with our work. We continue to progress consumer partnerships, with engagement, feedback and participatory decision making offered across a number of initiatives:



“By the end of the short week here we have learnt so much. We are leaving with so much more knowledge, confidence and positive feelings about sleep. Our family really appreciates everyone here at QEC! All the staff we’ve encountered have been extremely supportive and helpful, which has made this experience so pleasant. It really felt like home away from home!”



“ Thank you so much for all your support for [child] and me. I feel so lucky to have had you and I’d hate to think where I would be now without it. QEC has really helped me heal and be the best mum ... I’m feeling sad it is over, but happy at how much has changed. I want you all to know how special your program is. It’s been 3 years since separation for me, and we have done lots of programs and this one is one of the best! I hope you keep helping lots of families and feel really proud. You have gone over and above; I am so grateful! ”

You can hear directly from people who use our services here: [QEC](#).

In 2024, our Board undertook a robust search for an independent Consumer Member, appointing Lisa Mulvogue to join the Board Quality Risk and Clinical Governance Committee. This new role was created to:

- Benefit best practice clinical governance
- Enhance the value and importance of Consumer Participation in pursuit of our vision and purpose
- Support learning and clinical improvement, driving a CQI focus
- Ensure professional development pathways for Consumer Representatives.

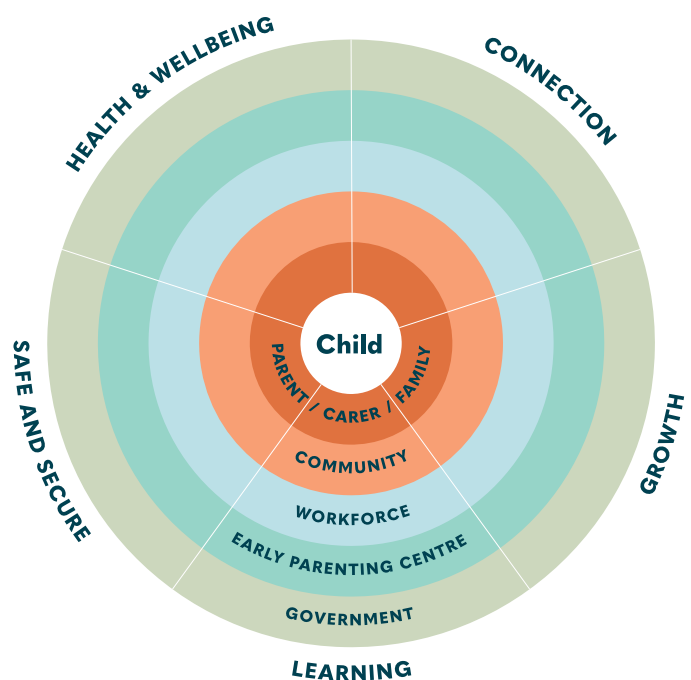
An evaluation of this initiative is currently underway – preliminary findings are extremely positive.

## 4.2 Leading EPC outcomes across Victoria

In 2021 the Victorian Department of Health commissioned QEC and Monash University to develop the [Statewide EPC Outcomes Framework](#) for the expanded Early Parenting Centre network. This comprehensive framework uses

a socio-ecological approach to ensure the overarching outcome domains (of health and wellbeing, connection, growth, learning, safe and secure) are considered across multiple levels of the EPC network. During the past year, QEC and Monash University took a leadership role in the implementation of this framework across the newly developed EPCs at Monash Health, Grampians Health, Barwon Health, Bendigo Health, Mercy Health and Tweddale.

Socio-ecological levels of the EPC Outcomes Framework

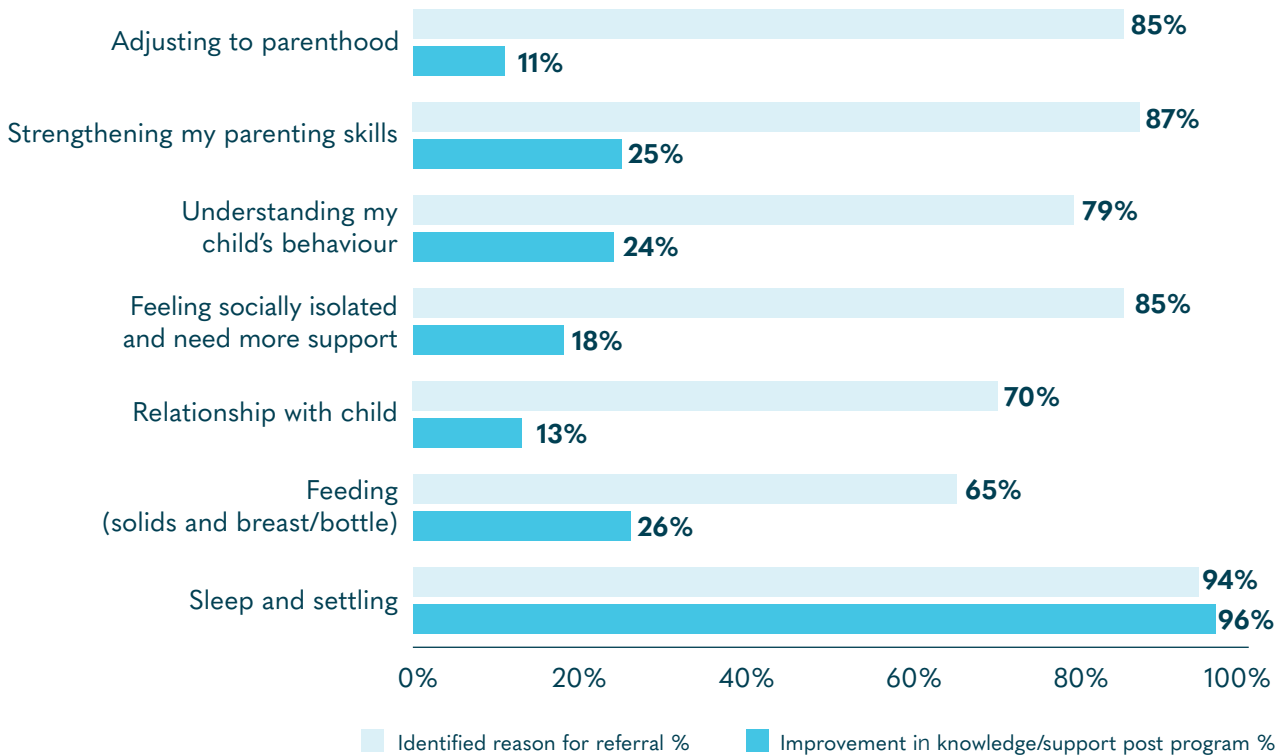


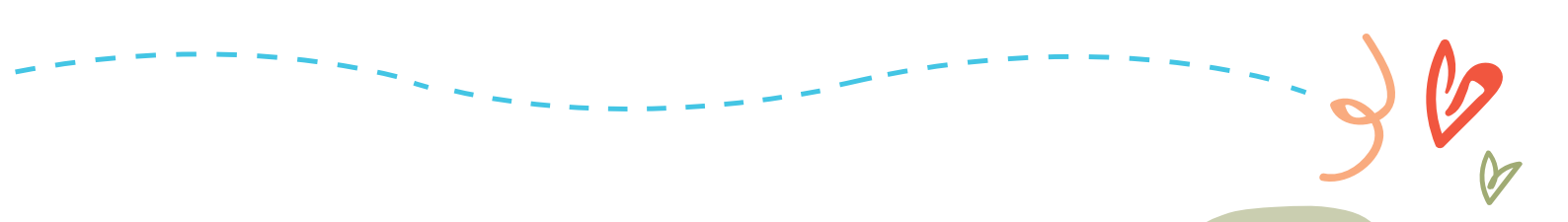


Data from 2024–2025 demonstrates significant outcomes experienced by families engaged with QEC services:

Outcome Domain	Results (1 week post discharge)	2024–2025
Health and Wellbeing	Families increased their understanding and confidence in their child/ren’s sleep	90%
Connection	Families increased awareness of health and support services for themselves and their family	85%
Growth	Families improved understanding of their child/ren’s behaviour	79%
Learning	Families improved understanding of parenting	87%
Safe and Secure	Families felt they were understood and treated with respect	95%

Families who accessed support at QEC received a lot more than they asked for! The chart below shows the reasons for referral mapped against outcomes experienced as a result of the program:





QEC also played a key role in training, clinical support and mentoring for the new Victorian Early Parenting Centres:


- Grampians Health EPC
- Barwon Health EPC
- Baluk Balert Barring First Peoples Health and Wellbeing
- Wyipunga Bendigo Health EPC
- Murrumbek Monash Health EPC.

Clinicians at these services completed our 5 day EPC Clinical Starter Program. In addition, our clinical educators travelled to Ballarat, Geelong, and Bendigo to facilitate onsite translation to practice as the new EPC's commenced operations. We continue to deliver a condensed version of this program to clinicians subsequently employed by new EPCs.

### 4.3 Conference presentations and journal articles

QEC was pleased to present and publish a number of papers over the past year.

- Maternal, Child and Family Health Nurses Australia Conference: we presented two papers that provided an overview of the development and implementation of the Victorian EPC Outcomes Framework.
- Australasian College of Health Service Management Conference: we delivered a paper that described using outcomes data to inform clinical care, and the drivers for successful translation to practice.
- Healthcare and Human Services roadshow: we provided a fireside chat that explored driving innovation, optimising efficiency and elevating capabilities in healthcare with a view to equity, accessibility, workforce and digital transformation.



*“Thank you for your kindness, compassion and guidance. You have truly helped change our lives and I feel like I am leaving here with my spark again. I know there will be bumps along the road but now I know what we are capable of. I know we will only get better together as a team. You have all truly taken a stressed, anxious and constantly second guessing myself in motherhood woman and helped me gain my confidence again. Keep up the amazing work. I am so grateful I made the leap to come here!”*

- Global Implementation and Research Applications: we had an article published in this peer reviewed journal (in partnership with Monash University) describing the development of our outcomes framework and implementation plan.

### 4.4 Early parenting university course

QEC was proud to partner with Monash University in the development and delivery of our first ever university credentialed early parenting course, with the aims of:

- Establishing an academically recognised early parenting role
- Developing appropriately skilled early parenting clinicians to meet expanding workforce need
- Embedding QEC's early parenting education and development programs across a wider, external market.



Two Early Parenting units were developed and formally credentialed by Monash University:

- **Unit 1: Early Parenting Fundamentals** – equips students with an understanding of context, purpose and impact of working in early parenting, through explorations of history, theory, evidence, frameworks and legislation.
- **Unit 2 Early Parenting Practice** – equips students with the knowledge and practical skills required to work with parents/carers with children under 4 years of age in a range of settings.

The development of QEC and Monash University's partnership in delivering this early parenting course ensures our expertise, reputation and brand are at the forefront of supporting families with young children into the future. Initial feedback from participants has been overwhelmingly positive:

*“It's questioned a lot of the ways that I've worked, and bringing back to parents what it's all about. When you work in this space, it can become task oriented; the course brings you back to the families, to the parents and what they need. It's not about my skills and what I'm offering, it's about the families. I think that's what I wanted from this course, to be family focused, and to empower parents.*

*I've learnt a lot to be honest, and it's really made me think a lot about my practice. Really thinking about the families and their point of view and their perspective, and really getting an understanding of how families work has been really good.*

*One of the best things has been having the confidence to know there's evidence behind what we are doing; we can help parents understand in many different ways why we do what we do and how it's beneficial. We now know how these programs really make a difference. I think parents pick up when you've got that more confident approach and knowing how to make it more of a family oriented and strength-based approach. ”*



## 4.5 Research strategy

In June 2025, QEC finalised our new Research Strategy – a key document developed in partnership with Tweddle Child and Family Health Services – that explores a number of key themes:

- Why should QEC engage in research that seeks to improve outcomes for children and their families?
- What might our research priorities look like?
- How should we approach this work?

The development of this strategy was undertaken by independent consultants and informed by in-depth consultations with: families, clinicians, referrers, service providers, academics, and other stakeholders. We look forward to the next phase of this project and developing an implementation framework to drive better outcomes for Victorian families.

## E's story



“We had gone to a paediatrician about my newborn at the time, we ended up realising that the newborn sleep wasn't the problem. It was actually our two-year-old. And that's why we were struggling, and we never sought help for that. We didn't actually know that help existed for a kid that was two years old. As your kids grow up, where do you go for help? Our paediatrician suggested QEC.

I was quite desperate for the program because we were at breaking point, our two-year-old was just awake constantly and waking earlier and earlier in the night. 4:30am generally. And between that and feeding a newborn multiple times a night, that was pretty difficult.

Initially I didn't know what to expect. Both of us were on board and like I said, both were desperate.

My son is a very complex little man. Lots of big feelings and they were on full display while we were at QEC. So that part of it was a big part for us. The behavioural aspect to the program was beneficial for us. I think that was like the biggest take away. The education session about behaviour really helped us with our newborn too, which I wasn't really expecting.

I think when you're there, you're kind of hoping for a magic solution and someone to just instantly click their fingers and it's all better. It's not the way it works. You have to put in the work. But once you do it, and maintain consistency, then it does pay off. And it really did.

It came at a time when we really needed it, and to walk away with that much change, that's been immensely positive for us. ”



# 5

## Strategic Goal Three: Organisational Excellence

*Create an outstanding operating environment that accelerates our work.*

### 5.1 Learning @ QEC

QEC's Annual Learning Event was held onsite at Noble Park in late November 2024. Approximately 140 employees from all sites came together to learn, celebrate and connect with each other. The objectives of this event include:

- Provide an opportunity for all employees to network and build a strong QEC community
- Provide an interactive platform for knowledge exchange and showcasing of our internal skills base
- Deliver at least three areas of mandatory training to employees during the event.

The event was extremely well received – with participants reporting high levels of engagement, satisfaction and knowledge growth.

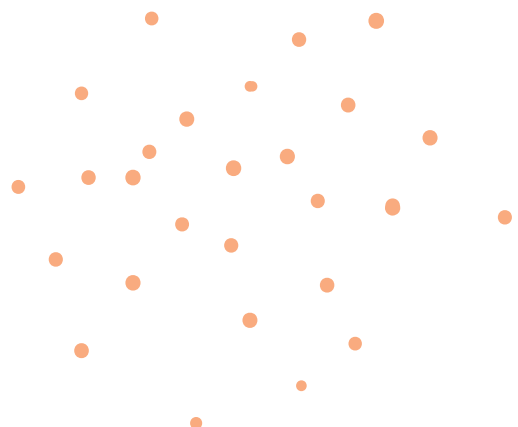
This year, QEC implemented a new Learning Management System – a self serve, one stop shop for employee learning and compliance. The new software supports employees to ensure they are compliant with all learning employment requirements.

### 5.2 Belonging @ QEC

QEC's Belonging Action Plan identifies a number of key priority areas and communities:

- People who identify as LGBTQI+
- People aligned to CALD/CARM communities
- People with differing abilities
- People who experience neurodiversity
- Gender equity.

Progress against the plan has continued over the last year, with initiatives including: employee training and knowledge development; review of our data collection systems; use of inclusive language, imagery and clinical tools; awareness raising and event profiling; and partnering with community.

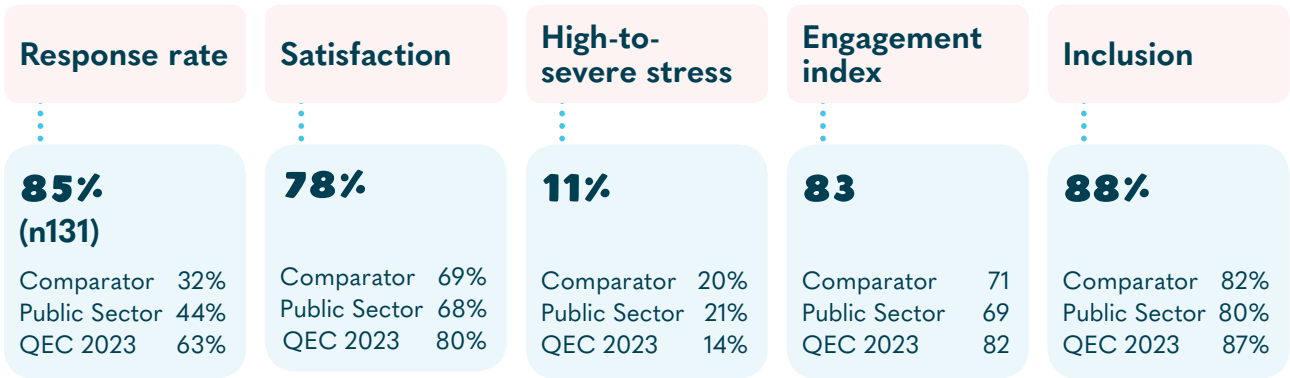




### 5.3 People matter survey

In late 2024, our employees completed the annual Victorian Public Sector People Matter Survey. QEC once again received extremely positive employee satisfaction results, further improving on previous results and exceeding industry benchmarks.

A summary of key metrics is provided below.



Our annual People Matter Survey roadshow commenced in February, when our People, Culture and Safety team shared survey results with each QEC team, inviting feedback on how we can further support employees and improve employee satisfaction. This feedback informed the annual People Matter Action Plan.

The outstanding work of our employees ensures that families are given the best possible support to ensure every child has the best start in life. Our People Matter Survey results and workplace culture is a testament to the efforts of each and every person at QEC.

*“ We achieved all of our goals and some bonus ones in our week stay at QEC! We could not be happier with our experience and especially with the support we received from all staff. Honestly, everything far exceeded our expectations; the rooms, groups, staff, education and food etc. What worked well for us was having continuity with staff allocated to us, i.e. one or two in a day and those same faces in the week. That meant we got consistent messages. Another big thankyou to chef for catering delicious and filling vegan meals. Also ... for the invaluable art therapy and mindfulness, one on one sessions we received. We have been given the gift of sleep, confidence and best of all - hope that we can continue to stay on track and feel confident in ourselves moving forward. Thank you QEC, it’s been a lifesaver for us. ”*



## 5.4 Workforce data

Hospitals labour category	June Current Month FTE		Average Monthly FTE	
	2024	2025	2024	2025
Nursing	54.6	48.15	59.04	51.78
Administration and Clerical	18.16	17.59	22.17	17.22
Medical Support	N/A	N/A	N/A	N/A
Hotel and Allied Services	N/A	N/A	N/A	N/A
Medical Officers	0.49	0.49	0.6	0.5
Hospital Medical Officers	N/A	N/A	N/A	N/A
Sessional Clinicians	N/A	N/A	N/A	N/A
Ancillary Staff (Allied Health)	26.25	29.02	29.18	31.49
<b>Total</b>	<b>99.5</b>	<b>95.25</b>	<b>110.99</b>	<b>100.99</b>

Occupational Health and Safety Statistics	2022-2023	2023-2024	2024-2025
The number of reported hazards/incidents for the year per 100 FTE	38	38	40
The number of 'lost time' standard WorkCover claims for the year per 100 FTE	1	1	2
The average cost per WorkCover claim for the year ('000)	\$58	\$127	\$18

Occupational violence statistics	2024-2025
Workcover accepted claims with an occupational violence cause per 100 FTE	0
Number of accepted Workcover claims with lost time injury with an occupational violence cause per 1,000,000 hours worked.	0
Number of occupational violence incidents reported	9
Number of occupational violence incidents reported per 100 FTE	9
Percentage of occupational violence incidents resulting in a staff injury, illness, or condition	0



## 5.5 Asset Management

QEC’s Asset Management Strategy (2021 to 2030) guides our investment in, and management of, our assets and has a direct bearing on the pursuit of our vision and purpose, and the health and well-being of families, communities, employees, contractors and visitors.

Effective governance of assets enables QEC to properly manage our asset holdings to better support the delivery of services for Victorian families, in accordance with the Victorian Government’s policy framework for asset management.

Our Asset Management Strategy describes the actions QEC undertakes to ensure our assets are efficiently planned, designed, delivered, managed and regularly reviewed in a cost effective and sustainable manner and that assets remain relevant to changing user needs and expectations.

## 5.6 Infrastructure projects

QEC’s new EPC is currently under construction at High St, Hastings, and is scheduled for completion in late 2025. The new centre will have 10 beds and 4 day stay rooms, and will provide a much-needed resource for local families. We are extremely grateful to the Victorian Government and our partners at Peninsula Health for their generous support of this project.

Refurbishment work is complete at our Noble Park site, with significant upgrades to the day stay wing, playroom and education rooms – to bring the entire facility up to the same modern standard. This project was generously enabled by Dr Ian Ross, a long standing supporter of QEC.

*“ I was encouraged to ask any questions. Very happy about the support from QEC, very respectful and also respected my time and routine. Very happy with all of my children and the changes we made. I feel so positive about myself as a parent now, I can see how much I have changed. I appreciate everything QEC have done to support me emotionally through my difficult time. I’m a different person now. ”*

## 5.7 Risk management

Since 2020, QEC has undertaken the annual VMIA Risk Maturity self-assessment. Our results demonstrate a maturing and evolving organisation.

Year	2020	2021	2022	2023	2024	2025
Overall Score	62.35%	74.80%	78.06%	81.84%	84.82%	88.33%

The self-assessment was repeated in 2025, with a strong result of 88.33% (up from 84.82% in 2024).



## 5.8 sustainability and environmental performance

QEC recognises the link between the health and wellbeing of Victorians and the health and wellbeing of the environment. Climate change is a significant threat to public health, the health and human services system and the social determinants of health and wellbeing. We commit to embedding sustainability by making a strong pledge to minimising our environmental impact, in order to support our commitment for all children to have the best start in life. The Victorian Government has set clear net carbon zero targets and QEC contributes to this reduction by continuing to embed environmental sustainability within our organisation.

QEC's Environmental Management System is a structured approach to managing the QEC's environmental impacts and improving its environmental performance. It is aligned to Victorian Government's Environmental Sustainability Strategy which sets out the government's commitment to improve the environmental sustainability of the health system and to adapt the health system so it is resilient in the face of climate change.

The key principles underpinning our approach are:

- Continue to build a culture that values environmental sustainability
- Embed sustainability in all our business processes
- Improve resource efficiency – focusing on waste management, fuel, energy and water use
- Monitor, improve and report on our environmental performance.

QEC commits to minimising our impact on the environment by:

- Auditing, assessing, improving and reporting on our environmental performance in the areas of paper usage, fuel, energy, waste, water and transport.
- Promoting an environmentally aware culture amongst staff, clients and other stakeholders.
- Reducing energy use through retrofitting energy saving technologies, encouraging energy-saving behaviours amongst staff and considering energy-efficiency when purchasing new equipment.
- Reducing water use by retrofitting water-saving devices, encouraging water-saving behaviour amongst staff and considering water-efficiency when purchasing new equipment.
- Reducing the environmental impacts of our energy use by producing or purchasing renewable energy.
- Reducing waste by ensuring office consumables are efficiently used, re-used and recycled where appropriate.
- Encouraging staff to walk, ride or use public transport where appropriate.
- Managing our vehicle fleet to ensure they are efficiently-used; considering fuel-efficiency when acquiring new vehicles.





Our electricity production and consumption metrics are presented below.

### Electricity production and consumption

	2025	2024	2023	2022
Total Energy Consumption (MWh)	298	332	251	298

### Stationary Fuel Use

In relation to stationary fuel use, QEC only utilises natural gas for cooking. QEC has seen a significant reduction in gas usage due to the redevelopment works main site.

	2025	2024	2023	2022
Total Consumption (MJ)	7,375	2,621	155,958	1,754,534
Greenhouse Gas Emissions (Tonnes)	0.4	0.2	9.4	105.7

### Transportation

In relation to transportation, QEC operates a fleet of 29 passenger vehicles which are essential for the provision of services to Victorian families.

	2025	2024	2023	2022
Petrol	14	15	15	15
Hybrid	15	14	14	14
Total Passenger Vehicles	29	29	29	29



## Total Energy

Total energy used by QEC has increased slightly following the expansion of QEC's main site.

	2025	2024	2023	2022
Total energy usage from fuels (stationary) (MJ)	7,375	2,621	155,958	1,754,534
Total energy use from electricity (MJ)	1,071,554	1,196,243	903,742	1,073,072
Total energy from non-renewable sources (MJ)	1,071,554	1,198,864	1,059,700	2,827,605
Units of energy used normalised by FTE	9,342	11,159	10,863	30,001

## Water Consumption

	2025	2024	2023	2022
Total water consumption (kilolitres)	1,332	1,365	1,643	1,961
Units of metered water consumed normalised by FTE	11.6	12.7	16.8	20.8

## Waste and recycling

	2025	2024	2023	2022
Total waste generated (Kg)	17,660	21,551	31,353	43,581
Total waste to landfill (Kg)	8,393	14,450	18,776	27,666
Total units of waste disposed of normalised by FTE	154	201	321	462
Recycling rate	52%	33%	40%	37%

“No question is silly and they take your concerns into consideration and can alter things slightly to suit different families parenting styles. All the extra help e.g. nutrition, play focus and wellbeing/counselling services are very handy to be able to access in one place during out stay. The communication between all our nurses each day has been great. I haven't had to recount how everything has worked from day to today. All the activities and play areas/toys/books provided are amazing. Again, all the staff have been so supportive and lovely. We can't thank you enough.”



## 5.9 Financial information

	2025 \$'000	2024 \$'000	2023 \$'000	2022 \$'000	2021 \$'000
<b>Operating result</b>					
Total revenue	17,806	20,762	19,060	14,702	13,246
Total expenses	(19,367)	(17,486)	(16,530)	(14,191)	(12,448)
<b>Net result from transactions</b>	<b>(1,561)</b>	<b>3,276</b>	<b>2,530</b>	<b>511</b>	<b>798</b>
Total other economic flows	526	722	263	(930)	776
<b>Net result</b>	<b>(1,035)</b>	<b>3,998</b>	<b>2,793</b>	<b>(419)</b>	<b>1,574</b>
Total assets	31,781	33,006	28,490	23,698	21,450
Total liabilities	4,449	4,639	3,541	3,594	3,623
<b>Net assets/Total equity</b>	<b>27,331</b>	<b>28,367</b>	<b>24,949</b>	<b>20,104</b>	<b>17,827</b>

### Consultancies

#### *Details of consultancies (under \$10,000)*

In 2024–2025, there were 23 consultancies where the total fees payable to the consultants were less than \$10,000. The total expenditure incurred during 2024–2025 in relation to these consultancies is \$61,000 (excl. GST).

#### *Details of consultancies (valued at \$10,000 or greater)*

In 2024–2025 there were 11 consultancies where the total fees payable to the consultants were \$10,000 or greater. The total expenditure incurred during 2024–2025 in relation to these consultancies is \$635,000 (excl. GST). Details of these consultancies can be viewed below.

### Consultancy Expenditure

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl GST) \$'000	Expenditure 2024-2025 (excl GST) \$'000	Future expenditure (excl GST) \$'000
Whanau Tahi Limited	Project Delivery	2023	2025	761	151	330
Impact Collaborative Pty Ltd	Research Consultant	2025	2025	140	140	Nil



Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl GST) \$'000	Expenditure 2024-2025 (excl GST) \$'000	Future expenditure (excl GST) \$'000
Setup4 Pty Ltd	ICT Consultant	2022	Ongoing	132	132	Ongoing
Data Agility Pty Ltd	Project Delivery	2023	2025	175	52	Nil
Monash University	Implementation Consultant	2024	2025	47	47	Nil
Alecto Consulting Pty Ltd	Process Consultant	2024	2025	30	30	Nil
Docebo Australia Pty Ltd	Project Delivery	2024	2025	28	28	Nil
Hass Development Management Pty Ltd	Construction Consultant	2023	2025	40	16	11
Indigi-Print Pty Ltd	Art Consultant	2024	2025	15	15	Nil
Anna Mashchenko	Data Consultant	2022	Ongoing	13	13	Ongoing
CA Technology Pty Limited	Project Delivery	2025	2025	30	11	19

## ICT Expenditure

Expenditure type	Total \$'000	Business as usual \$'000	Non-business as usual \$'000
Operational Expenditure	1,244	1,107	137
Capital Expenditure	112	78	34





## 5.10 Technology

QEC has undertaken significant improvements to our ICT environment and performance over the past year, as demonstrated by a number of self-assessments and independent technical and cybersecurity audits. Key projects include:

- Digitised, interactive Clinical Practice Framework
- Future proofing with systems and infrastructure upgrades
- Cybersecurity prevention and response enhancements
- Business Continuity Planning.

QEC's ICT Strategy has also undergone a scheduled review, providing a framework that to:

- Aligns technology with our vision and purpose
- Enhances our operational efficiency; and
- Ensures compliance with regulatory standards.

The review of our ICT Strategy incorporated an analysis of the following inputs:

- Review of (and building on) previous ICT strategy
- Alignment to QEC Strategic Plan
- Consideration of key clinical/operational documents and processes
- Review of external ICT discovery project
- Consideration of ICT workplan
- Analysis of findings from HLB cyber audit
- Analysis of initial findings from VMIA cyber audit
- Consultation with QEC leadership
- Review of current risk environment (internal and external)
- Alignment to key external resources.

Additions to the revised version include KPIs to measure QEC's ICT performance and a refined risk management approach.

## 5.11 Client information Management system

QEC's current Client Information Management System was developed in 2012. Over time our requirements have changed in response to demand for new programs, growth and emerging evidence. We are currently implementing a new system (Family Navigator) that will:

- Accommodate current and future growth.
- Meet funding and reporting requirements.
- Evolve and continue to align with new and emerging evidence.
- Enable the implementation of the new EPC Outcomes Framework
- Inform research, business intelligence, service opportunities and future potential.
- Define the family experience.
- Provide a single source of truth.
- Support medical record archive.
- Support continuous improvement.

The project will be completed by late 2025.

## 5.11 Grants and transfer payments

QEC did not administer any grants, transfer payments or Commercial-in-Confidence grants in 2024–2025.



# 6

## Partners and Supporters

Our work is most effective when our diverse partners are deeply engaged in helping us to design and deliver care. In particular, our First Nations and other community leaders are critical to our care being culturally safe, relevant, accessible, and of the highest quality.

Our work is also supported by strong relationships with some incredible peers. We are part of a diverse network of health and care services that work together to deliver the best care possible for every family we see. These partnerships also help us to advocate for Victorian families who are most in need and to celebrate the unique strengths and experiences of the families and communities we care for.

### **Our sincere thanks to the following supporters:**

- Victorian Government Department of Health
- Victoria Government Department of Families, Fairness and Housing
- The Wendy Spry and Frank Slutzkin Committee
- The Edwin and Elizabeth Batchelder Trust

### **We are fortunate to collaborate with the following partners:**

- First Nations Health and Wellbeing
- Ramahyuck District Aboriginal Corporation
- Victorian Aboriginal Child Care Agency
- Victorian Aboriginal Community Controlled Health Organisation

- Victorian Healthcare Association
- Centre for Excellence in Child and Family Welfare
- Victorian Council of Social Services
- Tweddle Child and Family Health Service
- Mercy Health
- Better Health Network
- Peninsula Health
- Monash Health
- Grampians Health
- Barwon Health
- Bendigo Health
- Karitane
- MacKillop Family Services
- Monash University
- Anglicare Victoria



# M's story

“ Things got worse with our toddler’s sleep. We tried to put in strategies at home, but I think we were probably a bit weak in regards to that and caved before we were probably should have. They just weren’t working for us without that extra support, which is where the Residential Program was really helpful.

After such a long time of not a lot of sleep and having to still maintain your daily activities and work, it was nice to just kind of be able to focus on just the sleeping and the routines.

The most helpful thing was the staff, having them physically present while we were trying to put our toddler to sleep or during nap times. Just having that person there going, ‘It’s OK, he’s just grizzling.’ And being able to help us identify his different cries and the different noises he was making. We weren’t just putting him

back in, going back in every 5 minutes like we would at home. So that was the most helpful thing. I think we wouldn’t have been able to do it. Actually having someone there with us at the time that we were needing that support was just amazing.

We had no idea what we’re doing, but they kind of went through everything step by step and everyone was so consistent. Within the first two nights, things had changed so much.

My toddler loved it, he became the king of sleep school. He was just a different kid. Part of it was probably that he was actually getting a bit of sleep particularly towards the last few days, but also just the people who were involved with him. He was walking around high fiving everyone. Everyone was so lovely and engaging with him. So yeah, he just flourished there essentially. ”

## Our Life Governors have made significant contributions over many years:

- Mr David Dyer AM
- Mrs Patti Fellows
- Mrs Nan Harrison
- Mrs Susan Harper OAM
- The Honourable Walter Jona AM
- Mr Graeme McRae
- Mr Bruce Morley
- Assoc Professor Campbell Paul
- Ms Wendy Spry
- Mr Frank Slutzkin
- Mrs Judy Watson
- Ms Kym Forrest
- Ms Mary Sayers
- Ms Jenny Fairbairn
- Dr Ian Ross
- Mr Warwick Spargo





# 7

## Attestations and Disclosures

### The Queen Elizabeth Centre Financial Management Compliance Attestation Statement

I, Sandy Bell, on behalf of the Responsible Body, certify that the Queen Elizabeth has no Material Compliance Deficiency with respect to the applicable Standing Directions under the Financial Management Act 1994 and Instructions.

Sandy Bell  
Responsible Officer  
The Queen Elizabeth Centre  
17 September 2025

### Compliance with Health Share Victoria (HSV) Purchasing Policies

I, Sue White, certify that the Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that it has materially complied with all requirements set out in the HSV Purchasing Policies including mandatory HSV collective agreements as required by the Health Services Act 1988 (Vic) and has critically reviewed these controls and processes during the year.

### Conflict of Interest Declaration

I, Sue White, certify that the Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that it has complied with the requirements of hospital circular 07/2017 Compliance reporting in health portfolio entities (Revised) and has implemented a 'Conflict of Interest' policy consistent with the minimum accountabilities required by the VPSC. Declaration of private interest forms have been completed by all relevant executive staff within the Queen Elizabeth Centre and members of the board, and all declared conflicts have been addressed and are being managed. Conflict of interest is a standard agenda item for declaration and documenting at each executive board meeting.

Sue White  
Accountable Officer  
The Queen Elizabeth Centre  
17 September 2025



### **Data Integrity Declaration**

I, Sue White, certify that the Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that reported data accurately reflects actual performance. The Queen Elizabeth Centre has critically reviewed these controls and processes during the year.

Sue White  
Accountable Officer  
The Queen Elizabeth Centre  
17 September 2025

### **Integrity, Fraud and Corruption Declaration**

I, Sue White, certify that the Queen Elizabeth Centre has put in place appropriate internal controls and processes to ensure that Integrity, fraud, and corruption risks have been reviewed and addressed at the Queen Elizabeth Centre during the year.

Sue White  
Accountable Officer  
The Queen Elizabeth Centre  
17 September 2025

### **Building Act 1993**

QEC assets and facilities (including buildings) are monitored via a range of mechanisms based on the Victorian asset Management Accountability Framework and the Victorian Government Risk Management framework. Regular audits and maintenance programs are undertaken by specialist contractors. The Queen Elizabeth Centre facilities comply with the minimum requirements of relevant building and emergency services legislation, including fire safety.

### **Carers Recognition Act 2012**

QEC acknowledges the important contribution made by carers. We are committed to promoting the principles of the Act amongst our employees, and in relevant policies and procedures. We value and support people in care relationships and endeavour to be aware of the needs of carers and take their views and into account when providing services.

### **Environmental performance**

QEC recognises the link between the health and wellbeing of Victorians and the health and wellbeing of the environment. Climate change is a significant threat to public health, the health and human services system and the social determinants of health and wellbeing. QEC's Environmental Management Plan is a structured approach to managing the QEC's environmental impacts and improving its environmental performance.



### **Freedom of Information Act 1982**

During 2024-2025, QEC received 5 FOI applications, all of which were from the general public. All FOI decisions were made within the statutory time period and access to all documents was granted in full. No requests were subject to a complaint or internal review by Office of the Victorian Information Commissioner and no requests progressed to the Victorian Civil and Administrative Tribunal. A member of the public can make a Freedom of Information request to QEC via:

- FOI officer [foi@qec.org.au](mailto:foi@qec.org.au)
- FOI request form on [QEC Website](#)

Additional information can be found via the Office of the Victorian Information Commissioner [website](#) or at the [Freedom of Information Act 1982](#).

### **Gender Equality Act 2020**

QEC's first Gender Equality Action Plan ('GEAP') was submitted in 2022 and is due to finish in 2025. Progress against targets identified in the GEAP are on track. Progress reports are completed every two years for the Plan and demonstrate strong results in relation to the workplace gender quality indicators. Preparations are underway for development of QEC's next four-year plan for 2026–2030.

### **Local Jobs First Act 2003**

QEC has no matters to report in relation to the Local Jobs First Act 2003.

### **Public Interest Disclosures Act 2012**

In accordance with the Public Interest Disclosure Act 2012, there were no matters referred to the Independent Broad-Based Anti-Corruption Commission. Procedure information is available on request.

### **Safe Patient Care Act 2015**

QEC has no matters to report in relation to obligations under Section 40 of the Safe Patient Care Act 2015.

### **Statement on National Competition Policy**

This statement does not apply to QEC.



# 8

## Additional Information

In compliance with the requirements of the Standing Directions 2018 under the Financial Management Act 1994, details in respect of the items listed below have been retained by the health service and are available on request to the relevant Ministers, Members of Parliament and the public, subject to the provisions of the *Freedom of Information Act 1982*.

The following information must be retained and made available upon request:

- a statement that declarations of pecuniary interests have been duly completed by all relevant officers;
- details of shares held by a senior officer as nominee or held beneficially in a statutory authority or subsidiary;
- details of publications produced by the entity about itself, and how these can be obtained;
- details of changes in prices, fees, charges, rates, and levies charged by the entity;
- details of any major external reviews carried out on the entity;
- details of major research and development activities undertaken by the entity;
- details of overseas visits undertaken including a summary of the objectives and outcomes of each visit;
- details of major promotional, public relations and marketing activities undertaken by the entity to develop community awareness of the entity and its services;
- details of assessments and measures undertaken to improve the occupational health and safety of employees;
- a general statement on industrial relations within the entity and details of time lost through industrial accidents and disputes;
- a list of major committees sponsored by the entity, the purposes of each committee and the extent to which the purposes have been achieved; and
- details of all consultancies and contractors including:
  - (i) consultants/contractors engaged;
  - (ii) services provided; and
  - (iii) expenditure committed to for each engagement.

This information is available on request from:

Chief Executive Officer

Phone: (03) 9549 2777

Email: [theqec@qec.org.au](mailto:theqec@qec.org.au)



# 9 Disclosure Index

The annual report of the Queen Elizabeth Centre is prepared in accordance with all relevant Victorian legislation. This index has been prepared to facilitate identification of the Department's compliance with statutory disclosure requirements.

Legislation	Requirement	Page reference
<b>Ministerial Directions</b>		
<b>Report of Operations</b>		
<i>Charter and Purpose</i>		
FRD 22	Manner of establishment and the relevant Ministers	8
FRD 22	Purpose, functions, powers, and duties	6
FRD 22	Nature and range of services provided	14
FRD 22	Activities, programs, and achievements for the reporting period	14
FRD 22	Significant changes in key initiatives and expectations for the future	14
<i>Management and structure</i>		
FRD 22	Organisational structure	13
FRD 22	Workforce data/employment and conduct principles	24
FRD 22	Occupational Health and Safety	24
<i>Financial information</i>		
FRD 22	Summary of the financial results for the year	42
FRD 22	Significant changes in financial position during the year	42
FRD 22	Operational and budgetary objectives and performance against objectives	42
FRD 22	Subsequent events	42
FRD 22	Details of consultancies under \$10,000	31
FRD 22	Details of consultancies over \$10,000	31
FRD 22	Disclosure of ICT expenditure	31
FRD 22	Asset Management Accountability Framework	27
FRD 22	Reviews and Studies expenditure	31



Legislation	Requirement	Page reference
<b>Legislation</b>		
FRD 22	Application and operation of <i>Freedom of Information Act 1982</i>	36
FRD 22	Compliance with building and maintenance provisions of <i>Building Act 1993</i>	36
FRD 22	Application and operation of <i>Public Interest Disclosure Act 2012</i>	36
FRD 22	Statement on National Competition Policy	36
FRD 22	Application and operation of <i>Carers Recognition Act 2012</i>	36
FRD 22	Additional information available on request	39
FRD 24	Environmental data reporting	36
FRD 25	<i>Local Jobs First Act 2003</i> disclosures	36
SD 5.1.4	Financial Management Compliance attestation	36
SD 5.2.3	Declaration in Report of Operations	4
<b>Attestations</b>		
	Attestation on Data Integrity	36
	Attestation on managing Conflicts of Interest	36
	Attestation on Integrity, fraud, and corruption	36
	Compliance with HealthShare Victoria (HSV) Purchasing Policies	36
<b>Other reporting requirements</b>		
	Reporting of outcomes from Strategic Plan	14
	Occupational Violence reporting	26
	<i>Gender Equality Act 2020</i>	36
	Reporting obligations under the <i>Safe Patient Care Act 2015</i>	36



# 10

## Financial statements

### How this report is structured

The Queen Elizabeth Centre (QEC) presents its audited general purpose financial statements for the financial year ended 30 June 2025 in the following structure to provide users with the information about QEC's stewardship of the resources entrusted to it.

<b>Board Member's, Accountable Officer's, and Chief Finance &amp; Accounting Officer's Declaration</b>	<b>43</b>
<b>Auditor-General's Report</b>	<b>44</b>
<b>Comprehensive Operating Statement</b>	<b>46</b>
<b>Balance Sheet</b>	<b>47</b>
<b>Cash Flow Statement</b>	<b>48</b>
<b>Statement of Changes in Equity</b>	<b>49</b>
<b>Notes to the Financial Statements</b>	<b>50</b>
1 / About This Report	50
2 / Funding Delivery of Our Services	53
3 / The Cost of Delivering Our Services	57
4 / Key Assets to Support Service Delivery	61
5 / Other Assets and Liabilities	66
6 / How We Finance Our Operations	72
7 / Risks, Contingencies and Valuation Uncertainties	78
8 / Other Disclosures	87



# Board Declaration

## The Queen Elizabeth Centre

---

### Financial Statements Financial Year ended 30 June 2025

#### Board Member's, Accountable Officer's and Chief Finance & Accounting Officer's Declaration

The attached financial statements for The Queen Elizabeth Centre have been prepared in accordance with Direction 5.2 of the Standing Directions of the Minister for Finance under the *Financial Management Act 1994*, applicable Financial Reporting Directions, Australian Accounting Standards including Interpretations, and other mandatory professional reporting requirements.

We further state that, in our opinion, the information set out in the comprehensive operating statement, balance sheet, statement of changes in equity, cash flow statement and accompanying notes, presents fairly the financial transactions during the year ended 30 June 2025 and the financial position of The Queen Elizabeth Centre at 30 June 2025.

At the time of signing, we are not aware of any circumstance which would render any particulars included in the financial statements to be misleading or inaccurate.

We authorise the attached financial statements for issue on 17 September 2025.

---

Sandy Bell  
Board Chair

Noble Park  
17 September 2025

---

Sue White  
Chief Executive Officer

Noble Park  
17 September 2025

---

Sonia Guo  
Finance Manager

Noble Park  
17 September 2025



# Auditor's Report



## Independent Auditor's Report

To the Board of The Queen Elizabeth Centre

<b>Opinion</b>	<p>I have audited the financial report of The Queen Elizabeth Centre (the health service) which comprises the:</p> <ul style="list-style-type: none"><li>• balance sheet as at 30 June 2025</li><li>• comprehensive operating statement for the year then ended</li><li>• statement of changes in equity for the year then ended</li><li>• cash flow statement for the year then ended</li><li>• notes to the financial statements, including material accounting policy information</li><li>• board member's, accountable officer's and chief finance &amp; accounting officer's declaration.</li></ul> <p>In my opinion the financial report presents fairly, in all material respects, the financial position of the health service as at 30 June 2025 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the <i>Financial Management Act 1994</i> and Australian Accounting Standards – Simplified Disclosures.</p>
<b>Basis for Opinion</b>	<p>I have conducted my audit in accordance with the <i>Audit Act 1994</i> which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the <i>Auditor's Responsibilities for the Audit of the Financial Report</i> section of my report.</p> <p>My independence is established by the <i>Constitution Act 1975</i>. My staff and I are independent of the health service in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 <i>Code of Ethics for Professional Accountants (including Independence Standards)</i> (the Code) that are relevant to my audit of the financial report in Victoria. My staff and I have also fulfilled our other ethical responsibilities in accordance with the Code.</p> <p>I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.</p>
<b>Board's responsibilities for the financial report</b>	<p>The Board of the health service is responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Simplified Disclosures and the <i>Financial Management Act 1994</i>, and for such internal control as the Board determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.</p> <p>In preparing the financial report, the Board is responsible for assessing the health service's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless it is inappropriate to do so.</p>



# Auditor's Report

**Auditor's responsibilities for the audit of the financial report**

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

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the health service's internal control
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board
- conclude on the appropriateness of the Board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the health service's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the health service to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

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

MELBOURNE  
23 September 2025

Simone Bohan  
*as delegate for the Auditor-General of Victoria*



# The Queen Elizabeth Centre Comprehensive Operating Statement

For the Financial Year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
<b>Revenue and Income from Transactions</b>			
Revenue from Operating Activities	2.1	17,160	20,367
Other Income	2.1	646	395
<b>Total Revenue and Income from Transactions</b>		<b>17,806</b>	<b>20,762</b>
<b>Expenses from Transactions</b>			
Employee Expenses	3.1	(14,672)	(13,032)
Depreciation and Amortisation	4.1(a),4.1(b)	(875)	(698)
Other Administrative Expenses	3.1(c)	(3,273)	(2,983)
Other Operating Expenses	3.1(c)	(547)	(773)
<b>Total Expenses from Transactions</b>		<b>(19,367)</b>	<b>(17,486)</b>
<b>Net Result from Transactions – Net Operating Balance</b>		<b>(1,561)</b>	<b>3,276</b>
<b>Other Economic Flows included in Net Result</b>			
Net Gain on Sale of Non-Financial Assets		77	192
Net (Loss)/Gain on Financial Instruments		449	530
Other Gain from Other Economic Flows		-	-
<b>Total Other Economic Flows included in Net Result</b>		<b>526</b>	<b>722</b>
<b>NET RESULT</b>		<b>(1,035)</b>	<b>3,998</b>
<b>Other Economic Flows – Other Comprehensive Income</b>			
<b>Items that will not be reclassified to Net Result</b>			
Changes in Property, Plant and Equipment Revaluation Surplus		-	(581)
<b>Total Other Comprehensive Income</b>		<b>-</b>	<b>(581)</b>
<b>COMPREHENSIVE RESULT</b>		<b>(1,035)</b>	<b>3,417</b>

*This Statement should be read in conjunction with the accompanying notes.*



# The Queen Elizabeth Centre Balance Sheet

as at 30 June 2025

	Note	2025 \$'000	2024 \$'000
<b>Current Assets</b>			
Cash and Cash Equivalents	6.2	897	3,368
Receivables	5.1	403	556
Prepaid Expenses		223	106
<b>Total Current Assets</b>		<b>1,523</b>	<b>4,030</b>
<b>Non-Current Assets</b>			
Receivables	5.1	1,161	900
Investments and Other Financial Assets	5.3	8,801	7,844
Property, Plant and Equipment	4.1	19,442	19,249
Right of Use Assets	4.1(b)	853	983
Intangible Assets		-	-
<b>Total Non-Current Assets</b>		<b>30,257</b>	<b>28,976</b>
<b>TOTAL ASSETS</b>		<b>31,780</b>	<b>33,006</b>
<b>Current Liabilities</b>			
Payables	5.2	870	926
Contract Liabilities	5.4	49	145
Borrowings	6.1	295	264
Employee Benefits	3.1(b)	2,098	2,035
<b>Total Current Liabilities</b>		<b>3,312</b>	<b>3,370</b>
<b>Non-Current Liabilities</b>			
Payables	5.2(a)	75	75
Borrowings	6.1	609	759
Employee Benefits	3.1(b)	453	435
<b>Total Non-Current Liabilities</b>		<b>1,137</b>	<b>1,269</b>
<b>TOTAL LIABILITIES</b>		<b>4,449</b>	<b>4,639</b>
<b>NET ASSETS</b>		<b>27,331</b>	<b>28,367</b>
<b>EQUITY</b>			
Property, Plant and Equipment Revaluation Surplus		9,043	9,043
Contributed Capital	SCE	4,894	4,894
Accumulated Surplus	SCE	13,394	14,429
<b>TOTAL EQUITY</b>		<b>27,331</b>	<b>28,366</b>

This balance sheet should be read in conjunction with the accompanying notes.



## The Queen Elizabeth Centre

# Cash Flow Statement

For the Financial Year ended 30 June 2025

	Note	2025 \$'000	2024 \$'000
<b>Cash Flows from Operating Activities</b>			
Operating Grants from State Government		15,487	14,585
Capital Grants from State Government		47	393
Donations and Bequests Received		2	102
GST Received from ATO		(20)	3
Interest and Investment Income Received		133	204
Other Receipts Received		1,380	1,235
<b>Total Receipts</b>		<b>17,029</b>	<b>16,522</b>
Payments to Employees		(14,763)	(12,901)
Payments for Supplies and Other Expenses		(3,716)	(3,232)
Payments for Repairs and Maintenance		(270)	(308)
Finance Cost		(47)	(35)
<b>Total Payments</b>		<b>(18,796)</b>	<b>(16,476)</b>
<b>Net Cash Flows from Operating Activities</b>		<b>(1,767)</b>	<b>46</b>
<b>Cash Flows from Investing Activities</b>			
Proceeds from Sale of Non-Financial Assets		78	192
Proceeds from Sale of Financial Assets		5	28
Purchase of Non-Financial Assets		(500)	(1,049)
<b>Net Cash Flows Used in Investing Activities</b>		<b>(417)</b>	<b>(829)</b>
<b>Cash Flows from Financing Activities</b>			
Repayment of Borrowings		(287)	(297)
<b>Net Cash Flows Used in Financing Activities</b>		<b>(287)</b>	<b>(297)</b>
<b>Net Increase in Cash and Cash Equivalents Held</b>		<b>(2,471)</b>	<b>(1,080)</b>
Cash and Cash Equivalents at Beginning of Year		3,368	4,448
<b>Cash and Cash Equivalents at End of Year</b>	6.2	<b>897</b>	<b>3,368</b>

This Statement should be read in conjunction with the accompanying notes.



# The Queen Elizabeth Centre **Statement of Changes in Equity**

For the Financial Year ended 30 June 2025

	Property, Plant and Equipment Revaluation Surplus \$'000	Contributed Capital \$'000	Accumulated Surplus \$'000	Total \$'000
<b>Balance at 1 July 2023</b>	<b>9,624</b>	<b>4,894</b>	<b>10,431</b>	<b>24,949</b>
Other Comprehensive Income	(581)	-	-	(581)
Net result for the year	-	-	3,998	3,998
<b>Balance at 30 June 2024</b>	<b>9,043</b>	<b>4,894</b>	<b>14,429</b>	<b>28,366</b>
Other Comprehensive Income	-	-	-	-
Net result for the year	-	-	(1,035)	(1,035)
<b>Balance at 30 June 2025</b>	<b>9,043</b>	<b>4,894</b>	<b>13,394</b>	<b>27,331</b>

*This Statement should be read in conjunction with the accompanying notes.*



The Queen Elizabeth Centre

# Notes to the Financial Statements

For the Financial Year ended 30 June 2025

## Note 1: About This Report

### Structure

- 1.1 Basis of preparation
- 1.2 Material accounting estimates and judgements
- 1.3 Reporting entity
- 1.4 Economic dependency



## Note 1: About this report

These annual financial statements represent the audited general purpose financial statements for The Queen Elizabeth Centre (QEC) for the year ended 30 June 2025. The report provides users with information about QEC's stewardship of resources entrusted to it.

QEC is a not-for-profit entity established as a public agency on 1986 under the Health Services Act 1998 (Vic). A description of the nature of its operations and its principal activities is included in the Report of Operations, which does not form part of these financial statements.

This section explains the basis of preparing the financial statements.

---

### Note 1.1: Basis of preparation

These financial statements are general purpose financial statements which have been prepared in accordance with AASB 1060 *General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities (AASB 1060)* and *Financial Reporting Direction 101 Application of Tiers of Australian Accounting Standards (FRD 101)*.

QEC is a Tier 2 entity in accordance with FRD 101. These financial statements are the first general purpose financial statements prepared in accordance with Australian Accounting Standards – Simplified Disclosures. QEC's prior year financial statements were general purpose financial statements prepared in accordance with Australian Accounting Standards (Tier 1). As QEC is not a 'significant entity' as defined in FRD 101, it was required to change from Tier 1 to Tier 2 reporting effective from 1 July 2024.

These general purpose financial statements have been prepared in accordance with the FMA and applicable Australian Accounting Standards (AASs), which include interpretations, issued by the Australian Accounting Standards Board (AASB).

Where appropriate, those AASs paragraphs applicable to not-for-profit entities have been applied. Accounting policies selected and applied in these financial statements ensure the resulting financial information satisfies the concepts of relevance and reliability, thereby ensuring that the substance of the underlying transactions or other events is reported.

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

Consistent with the requirements of AASB 1004 Contributions, contributions by owners (that is, contributed capital and its repayment) are treated as equity transactions and, therefore, do not form part of the income and expenses of The Queen Elizabeth Centre (QEC).

The financial statements have been prepared on a going concern basis (refer to Note 1.4 Economic Dependency).



The financial statements are presented in Australian dollars.

The amounts presented in the financial statements have been rounded to the nearest thousand dollars. Minor discrepancies in tables between totals and sum of components are due to rounding.

The annual financial statements were authorised for issue by the Board of The Queen Elizabeth Centre (QEC) on 17 September 2025.

### **Note 1.2 Material accounting estimates and judgements**

Management make estimates and judgements when preparing the financial statements.

These estimates and judgements are based on historical knowledge and best available current information and assume any reasonable expectation of future events. Actual results may differ.

Revisions to key estimates are recognised in the period in which the estimate is revised and also in future periods that are affected by the revision.

The material accounting judgements and estimates used, and any changes thereto, are disclosed within the relevant accounting policy.

### **Note 1.3 Reporting Entity**

The financial statements include all the controlled activities of QEC.

QEC's principal address is:

53 Thomas Street  
Noble Park  
Victoria 3174

A description of the nature of QEC's operations and its principal activities is included in the report of operations, which does not form part of these financial statements.

### **Note 1.4 Economic dependency**

QEC is a public health service governed and managed in accordance with the Health Services Act 1988 and its results form part of the Victorian General Government consolidated financial position. QEC provides essential services and is predominantly dependent on the continued financial support of the State Government, particularly the Department of Health, and the Commonwealth funding via the National Health Reform Agreement (NHRA). The State of Victoria plans to continue QEC operations and on that basis, the financial statements have been prepared on a going concern basis.



## Note 2: Funding Delivery of Our Services

QEC'S overall objective is to provide quality health services that help young children living in vulnerable situations get the best start in life, by providing families with specialised services, guidance and education.

QEC is predominantly funded by grant funding for the provision of outputs.

QEC also receives income from the supply of services.

### Structure

#### 2.1 Revenue and income from transactions

##### Note 2.1: Revenue and Income from Transactions

	Note	2025 \$'000	2024 \$'000
Revenue from Government Grants (State) – Operating		15,467	14,634
Other Sources of Income		1,693	5,733
<b>Total Revenue and income from transactions</b>		<b>17,160</b>	<b>20,367</b>

##### Note 2.1(a): Revenue from contracts with customers

	Note	2025 \$'000	2024 \$'000
Government grants (State) – Operating		15,467	14,634
<b>Total Revenue from Government grants</b>		<b>15,467</b>	<b>14,634</b>

#### How we recognise revenue from contracts with customers

##### Government grants

Revenue from government operating grants that are enforceable and contain sufficiently specific performance obligations are accounted for as revenue from contracts with customers under AASB 15.

In contracts with customers, the 'customer' is typically a funding body, who is the party that promises funding in exchange for QEC's services. QEC's funding bodies often direct that services are to be provided to third party beneficiaries, including individuals or the community at large. In such instances, the customer remains the funding body that has funded the program or activity, however the delivery of services to third party beneficiaries is a characteristic of the promised service being transferred to the funding body.



This policy applies to each of QEC's revenue streams, with information detailed below relating to QEC's significant revenue streams:

<b>Government grant</b>	<b>Performance obligation</b>
<b>Day Stay</b>	Single day program incorporating intensive, practical parenting education and support, targeting families with children up to the age of 14 months with issues relating to feeding, sleep and settling. QEC is required to provide service delivery to a set number of clients. Revenue is recognised over time, as and when the services are delivered.
<b>Residential</b>	Two to four night residential program for parents and caregivers experiencing challenges with parenting. QEC is required to provide service delivery to a set number of clients. Revenue is recognised over time, as and when the services are delivered.
<b>Parenting Plus</b>	Home-based, intensive parenting skills development program. QEC is required to provide service delivery for a set number of hours. Revenue is recognised over time, as and when the services are delivered.
<b>Parenting Assessment and Skills Development</b>	Intensive parenting assessment and skills development program for families who are referred through the Child Protection system, delivered in residential and/or home based settings. QEC is required to provide service delivery to a set number of clients. Revenue is recognised over time, as and when the services are delivered.
<b>Individual Child and Family Support Services</b>	Responsive, needs based support to vulnerable children and families, that can flex up and down as families' needs change. QEC is required to provide service delivery for a set number of hours. Revenue is recognised over time, as and when the services are delivered.
<b>Specialist Interventions</b>	Intensive home based support service for families with children at risk of (or who have recently been placed in) out of home care. QEC is required to provide service delivery for a set number of hours. Revenue is recognised over time, as and when the services are delivered.
<b>Family Preservation and Reunification response</b>	6 month program consisting of 240 hours from QEC caseworkers, focussing on intensive service delivery for families involved with child protection.



Note 2.1(b) Other sources of income

	Note	2025 \$'000	2024 \$'000
<b>Other Sources of Income</b>			
Government grants (State) – Capital		282	4,118
Income from Contract with Customers		1,290	1,432
Assets received free of charge or for nominal consideration	2(c)	121	183
<b>Total Other Sources of Income</b>		<b>1,693</b>	<b>5,733</b>
<b>Other Income</b>			
Other Interest		133	204
Other Income from Investment		513	191
<b>Total Other Income</b>		<b>646</b>	<b>395</b>
<b>Total Revenue and Income from Transactions</b>	2.1(a) & 2.1(b)	<b>17,806</b>	<b>20,762</b>

### How we recognise other sources of income

#### Government grants

QEC recognises income of not-for-profit entities under AASB 1058 where it has been earned under arrangements that are either not enforceable or linked to sufficiently specific performance obligations.

Income from grants without any sufficiently specific performance obligations or that are not enforceable, is recognised when QEC has an unconditional right to receive cash which usually coincides with receipt of cash. On initial recognition of the asset, QEC recognises any related contributions by owners, increases in liabilities, decreases in assets or revenue (related amounts) in accordance with other Australian Accounting Standards. Related amounts may take the form of:

- contributions by owners, in accordance with AASB 1004 Contributions
- revenue or contract liability arising from a contract with a customer, in accordance with AASB 15
- a lease liability in accordance with AASB 16 Leases
- a financial instrument, in accordance with AASB 9 Financial Instruments
- a provision, in accordance with AASB 137 Provisions, Contingent Liabilities and Contingent Assets.



### Capital grants

Where QEC receives a capital grant it recognises a liability, equal to the financial asset received less amounts recognised under other Australian Accounting Standards.

Income is recognised in accordance with AASB 1058 progressively as the asset is constructed which aligns with QEC's obligation to construct the asset. The progressive percentage of costs incurred is used to recognise income, as this most accurately reflects the stage of completion.

#### Note 2.1 (c): Fair value of assets and services received free of charge or for nominal consideration

	2025 \$'000	2024 \$'000
Cash Donations	2	102
Other Services	119	81
<b>Total fair value of assets and services received free of charge or for nominal consideration</b>	<b>121</b>	<b>183</b>

### How we recognise the fair value of assets and services received free of charge or for nominal consideration

Contributions of assets received free of charge or for nominal consideration are recognised at their fair value when QEC obtains control over the resources, irrespective of whether restrictions or conditions are imposed over the use of the contributions.

The exception to this policy is when an asset is received from another government agency or department as a consequence of a restructuring of administrative arrangements, in which case the asset will be recognised at its carrying value in the financial statements of QEC as a capital contribution transfer.

#### Non-cash contributions from the Department of Health

The Department of Health makes some payments on behalf of QEC as follows:

Supplier	Description
Victorian Managed Insurance Authority	Purchases non-medical indemnity insurance for QEC which is paid directly to the Victorian Managed Insurance Authority. To record this contribution, such payments are recognised as income with a matching expense in the net result from transactions.
Victorian Health Building Authority	Redevelopment costs associated with works at our Noble Park site. Revenue is recognised in line with capital funding allocation from the Department of Health along with a reconciliation of expenditure by the Victorian Health Building Authority.
Department of Health	Long Service Leave (LSL) revenue is recognised upon finalisation of movements in LSL liability in line with the long service leave funding arrangements with the DH.



## Note 3: The Cost of Delivering Our Services

This section provides an account of the expenses incurred by QEC in delivering services and outputs. In Section 2, the funds that enable the provision of services were disclosed and in this note the cost associated with provision of services are disclosed.

### Structure

#### 3.1 Expenses incurred in the delivery of services

##### Note 3.1: Expenses incurred in the delivery of services

	Note	2025 \$'000	2024 \$'000
Employee expenses	3.1(a)	14,672	13,032
Other operating and administrative expenses	3.1(c)	3,820	3,756
<b>Total expenses incurred in the delivery of services</b>		<b>18,492</b>	<b>16,788</b>

##### Note 3.1(a) Employee expenses

	Note	2025 \$'000	2024 \$'000
Salaries and Wages		12,978	11,633
Superannuation		1,412	1,210
Agency Expenses		39	18
Workcover Premium		243	171
<b>Total Employee Expenses</b>		<b>14,672</b>	<b>13,032</b>

#### How we recognise employee expenses

Employee expenses include salaries and wages, fringe benefits tax, leave entitlements, termination payments, WorkCover payments and agency expenses.

The amount recognised in relation to superannuation is employer contributions for members of both defined benefit and defined contribution superannuation plans that are paid or payable during the reporting period.

The Department of Treasury and Finance discloses in its annual financial statements the net defined benefit cost related to the members of these plans as an administered liability.



*Note 3.1(b) Employee-related provisions*

	Note	2025 \$'000	2024 \$'000
<b>Current Provision for Employee Benefits</b>			
Unpaid salaries and wages		20	22
Annual leave		801	745
Long Service Leave		230	216
Unconditional Long Service Leave		616	674
Other Leave		93	45
<i>Provisions related to On-Costs</i>		251	243
<i>Provisions related to On-Costs Unconditional</i>		86	90
<b>Total Current Provision of Employee Benefits</b>		<b>2,097</b>	<b>2,035</b>
<b>Non-Current Employee Benefits</b>			
Conditional Long Service Leave		397	383
Workcover Premium		56	52
		<b>453</b>	<b>435</b>
<b>Total Provision of Employee Benefits</b>		<b>2,550</b>	<b>2,470</b>

**How we recognise employee-related provisions**

Employee related provisions are accrued for employees in respect of accrued days off, annual leave and long service leave, for services rendered to the reporting date.

No provision has been made for sick leave as all sick leave is non-vesting and it is not considered probable that the average sick leave taken in the future will be greater than the benefits accrued in the future. As sick leave is non-vesting, an expense is recognised in the Statement of Comprehensive Income as sick leave is taken.

*Annual leave and accrued days off*

Liabilities annual leave and accrued days off are recognised in the provision for employee benefits as 'current liabilities' because QEC does not have an unconditional right to defer settlements of these liabilities.

Depending on the expectation of the timing of settlement, liabilities for annual leave and accrued days off are measured at:

- Nominal value – if QEC expects to wholly settle within 12 months or
- Present value – if QEC does not expect to wholly settle within 12 months.



### *Long Service Leave*

The liability for long service leave (LSL) is recognised in the provision for employee benefits.

Unconditional LSL is disclosed in the notes to the financial statements as a current liability even where QEC does not expect to settle the liability within 12 months because it will not have the unconditional right to defer the settlement of the entitlement should an employee take leave within 12 months. An unconditional right arises after a qualifying period.

The components of this current LSL liability are measured at:

- Nominal value – if QEC expects to wholly settle within 12 months; or
- Present value – if QEC does not expect to wholly settle within 12 months.

Conditional LSL is measured at present value and is disclosed as a non-current liability. There is a conditional right to defer the settlement of the entitlement until the employee has completed the requisite years of service.

### *Provisions*

Employment on-costs such as payroll tax, workers compensation and superannuation are not employee benefits. They are disclosed separately as a component of the provision for employee benefits when the employment to which they relate has occurred.



Note 3.1(c) Other operating expenses

	Note	2025 \$'000	2024 \$'000
<b>Other Operating Expenses</b>			
Other Supplies and Consumables		41	64
Finance Costs		47	35
Fuel, Light, Power and Water		72	99
Repairs and Maintenance		233	274
Expenditure for Capital Purposes		154	301
		<b>547</b>	<b>773</b>
<b>Other Administrative Expenses</b>			
Catering, Cleaning		784	622
IT, Equipment Rental		820	708
Staff Development		231	189
Legal and Professional Fees		836	817
Other Expenses		602	647
		<b>3,273</b>	<b>2,983</b>
<b>Total Other Operating and Administrative Expenses</b>		<b>3,820</b>	<b>3,756</b>

**How we recognise other operating expenses**

*Expense recognition*

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

*Other operating expenses*

Other operating expenses generally represent the day-to-day running costs incurred in normal operations.

The DH also makes certain payments on behalf of QEC. These amounts have been brought to account in determining the operating result for the year, by recording them as revenue (Refer to Note 2.1(a)) and recording a corresponding expense.



## Note 4: Key Assets to Support Service Delivery

QEC controls infrastructure and other investments that are utilised in fulfilling its objectives and conducting its activities. They represent the key resources that have been entrusted to QEC to be utilised for delivery of services.

### Structure

#### 4.1 Property, Plant and Equipment

#### 4.2 Depreciation and Amortisation

#### Note 4.1: Property, Plant and Equipment

	Gross Carrying Amount		Accumulated depreciation		Net Carrying Amount	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Land at Fair Value – Freehold	6,288	6,288	-	-	6,288	6,288
Buildings at Fair Value	12,939	12,299	(332)	-	12,607	12,299
Leasehold Improvements at Cost	11	11	(9)	(7)	2	4
Plant and Equipment at Fair Value	208	201	(149)	(128)	59	73
Motor Vehicles at Fair Value	304	304	(304)	(304)	-	-
Computer and Communication Equipment at Fair Value	1,267	1,155	(948)	(763)	319	392
Furniture and Fittings at Fair Value	304	283	(141)	(95)	163	188
Cultural Assets at Fair Value	5	5	-	-	5	5
Works in Progress at Fair Value	-	-	-	-	-	-
<b>Total Property, plant and equipment</b>	<b>21,326</b>	<b>20,546</b>	<b>(1,883)</b>	<b>(1,297)</b>	<b>19,443</b>	<b>19,249</b>

#### How we recognise property, plant and equipment

Items of property, plant and equipment are initially measured at cost, and are subsequently measured at fair value less accumulated depreciation and impairment. Where an asset is acquired for no or nominal cost, being far below the fair value of the asset, the deemed cost is its fair value at the date of acquisition.

The cost of constructed non-financial physical assets includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Note 4.1 (a): Reconciliations of carrying amount by class of asset

	Note	Land \$'000	Buildings \$'000	Leasehold Improvements \$'000	Plant & Equipment \$'000	Motor Vehicles \$'000	Computers & Communication Equipment \$'000	Furniture & Fittings \$'000	Cultural Assets \$'000	Assets Under Construction \$'000	Total \$'000
<b>Balance at 01 July 2024</b>	4.1	<b>6,288</b>	<b>12,299</b>	<b>4</b>	<b>73</b>	-	<b>392</b>	<b>188</b>	<b>5</b>	-	<b>19,249</b>
Additions		-	640	-	7	-	112	21	-	-	779
Depreciation		-	(332)	(2)	(21)	-	(184)	(46)	-	-	(585)
<b>Balance at 30 June 2025</b>	4.1	<b>6,288</b>	<b>12,607</b>	<b>2</b>	<b>59</b>	-	<b>320</b>	<b>163</b>	<b>5</b>	-	<b>19,443</b>

Fair value assessment have been performed for all classes of assets in this purpose group and the decision was made that the movements were not material (less than or equal to 10%). As such, and independent revaluation was not required per FRD 103. In accordance with FRD 103, QEC has elected to apply the practical expedient in FRD 103 Non-Financial Physical Assets and has therefore not applied the amendments to AASB 13 Fair Value Measurement. The amendments to AASB 13 will be applied at the next scheduled independent revaluation, which is planned to be undertaken in 2029, in accordance with QEC 's revaluation cycle



*Note 4.1(b): Right-of-use assets included in property, plant and equipment*

The following tables are right-of-use assets included in the property, plant and equipment balance, presented by subsets of buildings and plant and equipment.

	Gross Carrying Amount		Accumulated depreciation		Net Carrying Amount	
	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000	2025 \$'000	2024 \$'000
Right of Use Buildings at Fair Value	1,356	1,254	(903)	(697)	453	557
Right of Use Equipment and Motor Vehicles at Fair Value	517	600	(117)	(174)	400	426
<b>TOTAL RIGHT OF USE ASSETS</b>	<b>1,873</b>	<b>1,854</b>	<b>(1,020)</b>	<b>(871)</b>	<b>853</b>	<b>983</b>

*Note 4.1 (b): Reconciliations of carrying amount by class of asset*

	Note	Right of Use – Buildings \$'000	Right of Use – Plant, Equipment, Furniture & Fittings, Motor Vehicles \$'000	Total \$'000
<b>Balance at 30 June 2024</b>	4.1 (b)	<b>557</b>	<b>426</b>	<b>983</b>
Additions		108	52	160
Revaluation Decrements		-	-	-
Depreciation	4.2	(212)	(78)	(290)
<b>Balance at 30 June 2025</b>	4.1 (b)	<b>453</b>	<b>400</b>	<b>853</b>

**How we recognise right-of-use assets**

*Initial recognition*

When QEC enters a contract, which provides the health services with the right to control the use of an identified asset for a period of time in exchange for payment, this contract is considered a lease.

Unless the lease is considered a short-term lease or a lease of a low-value asset (refer to Note 6.1 for further information) the contract gives rise to a right-of-use asset and corresponding lease liability.

The right-of-use asset is initially measured at cost and comprises the initial measurement of the corresponding lease liability, adjusted for:

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



### *Subsequent measurement*

Right-of-use assets are subsequently measured at fair value, with the exception of right-of-use asset arising from leases with significantly below-market terms and conditions, which are subsequently measured at cost, less accumulated depreciation and accumulated impairment losses where applicable.

QEC has applied the exemption permitted under FRD 104 Leases, consistent with the optional relief in AASB 16.Aus25.1. Under this exemption, QEC is not required to apply fair value measurement requirements to right-of-use assets arising from leases with significantly below-market terms and conditions, where those leases are entered into principally to enable the entity to further its objectives.

Right-of-use assets are also adjusted for certain remeasurements of the lease liability (for example, when a variable lease payment based on an index or rate becomes effective).

Further information regarding fair value measurement is disclosed in Note 7.3.

### *Note 4.1(c): Impairment of property, plant and equipment*

The recoverable amount of the primarily non-financial physical assets of QEC, which are typically specialised in nature and held for continuing use of their service capacity, is expected to be materially the same as fair value determined under AASB 13 Fair Value Measurement, with the consequence that AASB 136 Impairment of Assets does not apply to such assets that are regularly revalued.



## Note 4.2: Depreciation and Amortisation

### How we recognise depreciation

All buildings, plant and equipment and other non-financial physical assets (excluding items under assets held for sale, land and investment properties) that have finite useful lives are depreciated. Depreciation is generally calculated on a straight-line basis at rates that allocate the asset's value, less any estimated residual value over its estimated useful life.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset, whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the health service anticipates exercising a purchase option, the specific right-of-use asset is depreciated over the useful life of the underlying asset.

### How we recognise amortisation

Amortisation is the systematic allocation (typically straight line) of the depreciable amount of an asset over its useful life.

The following table indicates the expected useful lives of non-current assets on which the depreciation and amortisation charges are based.

### Useful lives of non-current assets

	2025	2024
Buildings	1 to 50 years	1 to 50 years
Leasehold Improvements	2 to 4 years	2 to 4 years
Plant and Equipment	5 to 10 years	5 to 10 years
Motor Vehicles	4 to 5 years	4 to 5 years
Computer and Communication Equipment	3 to 10 years	3 to 10 years
Furniture and Fittings	5 to 10 years	5 to 10 years
Right of Use Assets	1 to 8 years	1 to 8 years
Intangible Assets	5 years	5 years



## Note 5: Other Assets and Liabilities

This section sets out those assets and liabilities that arose from QEC's operations.

### Structure

#### 5.1 Receivables

#### 5.2 Payables

#### 5.3 Investments and Other Financial Assets

#### 5.4 Contract Liabilities

#### Note 5.1: Receivables

	Note	2025 \$'000	2024 \$'000
<b>Current Receivables</b>			
<b>Contractual</b>			
Trade Receivables		127	367
Accrued Revenue		166	99
<b>Total Contractual Receivables</b>		<b>293</b>	<b>466</b>
<b>Statutory</b>			
GST Receivable		110	90
<b>Total Statutory Receivables</b>		<b>110</b>	<b>90</b>
<b>TOTAL CURRENT RECEIVABLES</b>		<b>403</b>	<b>556</b>
<b>Non-Current Receivables</b>			
<b>Contractual</b>			
Long Service Leave – Department of Health		1,161	900
<b>Total Contractual Receivables</b>		<b>1,161</b>	<b>900</b>
<b>TOTAL NON-CURRENT RECEIVABLES</b>		<b>1,161</b>	<b>900</b>
<b>TOTAL RECEIVABLES</b>		<b>1,564</b>	<b>1,456</b>
Total Receivables		1,564	1,456
GST Receivable		(110)	(90)
<b>Total Financial Assets <sup>(i)</sup></b>	7.1 (a)	<b>1,454</b>	<b>1,366</b>

(i) Financial assets classified as receivables and contract assets (Note 7.1(a))



## How we recognise receivables

Receivables consist of:

- **Contractual receivables**, which mostly includes debtors in relation to goods and services. These receivables are classified as financial instruments and categorised as 'financial assets at amortised costs'. They are initially recognised at fair value plus any directly attributable transaction costs. QEC holds the contractual receivables with the objective to collect the contractual cash flows and therefore they are subsequently measured at amortised cost using the effective interest method, less any impairment.
- **Statutory receivables**, which mostly includes amounts owing from the Victorian Government and Goods and Services Tax (GST) input tax credits that are recoverable. Statutory receivables do not arise from contracts and are recognised and measured similarly to contractual receivables (except for impairment), but are not classified as financial instruments for disclosure purposes. QEC applies AASB 9 for initial measurement of the statutory receivables and as a result statutory receivables are initially recognised at fair value plus any directly attributable transaction cost.

QEC is not exposed to any significant credit risk exposure to any single counterparty or any group of counterparties having similar characteristics. Trade receivables consist of a large number of customers in various geographical areas. Based on historical information about customer default rates, management consider the credit quality of trade receivables that are not past due or impaired to be good.



## Note 5.2: Payables

	Note	2025 \$'000	2024 \$'000
<b>Current Payables</b>			
<b>Contractual</b>			
Trade Creditors		101	177
Accrued Salaries and Wages		379	298
Accrued Expenses		265	333
Other		9	9
<b>Total Contractual Payables</b>		<b>754</b>	<b>817</b>
<b>Statutory</b>			
Superannuation Payable		116	109
Other Statutory Payables		-	-
<b>Total Statutory Payables</b>		<b>116</b>	<b>109</b>
<b>TOTAL CURRENT PAYABLES</b>		<b>870</b>	<b>926</b>
<b>Non-Current Payables</b>			
<b>Contractual</b>			
Deferred Capital Grant Income	5.2 (a)	75	75
<b>Total Contractual Payables</b>		<b>75</b>	<b>75</b>
<b>TOTAL NON-CURRENT PAYABLES</b>		<b>75</b>	<b>75</b>
<b>TOTAL PAYABLES<sup>(i)</sup></b>		<b>945</b>	<b>1,001</b>
(i) Financial liabilities classified as payables and contract liabilities (Note 7.1 (a))			
Total Payables		945	1,001
Deferred Grant Income		(75)	(75)
Statutory Payables		(116)	(109)
<b>Total Financial Liabilities Classified as Payables</b>	7.1 (a)	<b>754</b>	<b>817</b>



## How we recognise payables

Payables consist of:

- **Contractual payables**, which mostly includes payables in relation to goods and services. These payables are classified as financial instruments and measured at amortised cost. Accounts payable and salaries and wages payable represent liabilities for goods and services provided to QEC prior to the end of the financial year that are unpaid.
- **Statutory payables** include withholding tax and superannuation payable. Statutory payables are recognised and measured similarly to contractual payables, but are not classified as financial instruments and not included in the category of financial liabilities at amortised cost, because they do not arise from contracts.

The normal credit terms for accounts payable are usually net 30 days.

### Note 5.2(a): Movement in deferred capital grant income

	2025 \$'000	2024 \$'000
<b>Opening Balance of Deferred Capital Grant Income</b>	75	95
Grant consideration for capital works received during the year	-	-
Grant consideration for capital works utilised during the year	-	(20)
<b>Closing Balance of Deferred Capital Grant Income</b>	<b>75</b>	<b>75</b>

## How we recognise deferred capital grant revenue

Grant consideration was received from the Department of Health to support the construction of a new Early Parenting Centres. Capital grant revenue is recognised progressively as the asset is constructed, since this is the time when QEC satisfies its obligations. The progressive percentage of costs incurred is used to recognise income because this most closely reflects the percentage of completion of the building works. As a result, QEC has deferred recognition of a portion of the grant consideration received as a liability for the outstanding obligations.

QEC expects to recognise all of the remaining deferred capital grant revenue for capital works by 30 June 2026.



### Note 5.3: Investments and Other Financial Assets

	2025 \$'000	2024 \$'000
<b>NON-CURRENT</b>		
<b>Current Financial Assets at Fair Value Through Net Result</b>		
Managed Investment Schemes	8,801	7,844
<b>Total Non-Current Financial Assets</b>	<b>8,801</b>	<b>7,844</b>
<b>Total Investments and Other Financial Assets</b>	<b>8,801</b>	<b>7,844</b>
<b>Represented by:</b>		
Investments	8,801	7,844
<b>Total Investments and Other Financial Assets</b>	<b>8,801</b>	<b>7,844</b>

#### How we recognise investments and other financial assets

QEC's investments and other financial assets are made in accordance with Standing Direction 3.7.2 Treasury Management, including the Central Banking System.

QEC manages its investments and other financial assets in accordance with an investment policy approved by the Board.

Investments are recognised when QEC enters into a contract to either purchase or sell the investment (i.e. when it becomes a party to the contractual provisions to the investment). Investments are initially measured at fair value, net of transaction costs.

QEC classifies its other financial assets between current and non-current assets based on the Board's intention at balance date with respect to the timing of disposal of each asset.

All financial assets, except for those measured at fair value through the Comprehensive Operating Statement are subject to annual review for impairment.



## Note 5.4: Contract Liabilities

	2025 \$'000	2024 \$'000
<b>Opening Balance of Contract Liabilities</b>	145	46
Payments received for performance obligations not yet fulfilled	1,194	1,531
Revenue recognised for the completion of a performance obligation	(1,290)	(1,432)
<b>Total Contract Liabilities</b>	<b>49</b>	<b>145</b>

### How we recognise contract liabilities

Contract liabilities include consideration received in advance from customers in respect of services yet to be provided. Invoices are raised according to agreement schedules and if a service component (eg part of a training package) falls into the next reporting period that portion will be classified as income in advance.

Contract liabilities are derecognised and recorded as revenue when promised goods and services are transferred to the customer. Refer to Note 2.1.



## Note 6: How We Finance Our Operations

This section provides information on the sources of finance utilised by QEC during its operations, along with interest expenses (the cost of borrowings) and other information related to financing activities of QEC.

This section includes disclosures of balances that are financial instruments (such as borrowings and cash balances). Note 7.1 provides additional, specific financial instrument disclosures.

### Structure

#### 6.1 Borrowings

#### 6.2 Cash and Cash Equivalents

#### 6.3 Commitments for Expenditure

#### Note 6.1: Borrowings

	Note	2025 \$'000	2024 \$'000
<b>Current Borrowings</b>			
Lease liability <sup>(i)</sup>	6.1(a)	295	264
<b>Total Current Borrowings</b>		<b>295</b>	<b>264</b>
<b>Non-Current Borrowings</b>			
Lease liability <sup>(i)</sup>	6.1(a)	609	759
<b>Total Non Current Borrowings</b>		<b>609</b>	<b>759</b>
<b>TOTAL BORROWINGS</b>		<b>904</b>	<b>1,023</b>

(i) Secured by the assets leased.

#### How we recognise borrowings

Borrowings refer to interest bearing liabilities mainly raised from advances from the Treasury Corporation of Victoria (TCV) and other funds raised through lease liabilities and other interest-bearing arrangements.

Borrowings are classified as financial instruments. Interest bearing liabilities are classified at amortised cost and recognised at the fair value of the consideration received directly attributable to transaction costs and subsequently measured at amortised cost using the effective interest method.



*Note 6.1 (a) Lease liabilities*

QEC's lease liabilities are summarised below:

	2025 \$'000	2024 \$'000
<b>Current lease liabilities</b>		
Lease liability	295	264
<b>Total current lease liabilities</b>	<b>295</b>	<b>264</b>
<b>Non-current lease liabilities</b>		
Lease liability	609	759
<b>Total non-current lease liabilities</b>	<b>609</b>	<b>759</b>
<b>Total lease liabilities</b>	<b>904</b>	<b>1,023</b>

The following table sets out the maturity analysis of lease liabilities, showing the undiscounted lease payments to be made after the reporting date.

	2025 \$'000	2024 \$'000
Not longer than one year	295	264
Longer than one year but not longer than five years	684	827
<b>Minimum future lease liability</b>	<b>979</b>	<b>1,091</b>
Less unexpired finance expenses	(75)	(68)
<b>Present value of lease liability</b>	<b>904</b>	<b>1,023</b>



## How we recognise lease liabilities

A lease is defined as a contract, or part of a contract, that conveys the right for QEC to use an asset for a period of time in exchange for payment.

To apply this definition, QEC ensures the contract meets the following criteria:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to QEC and for which the supplier does not have substantive substitution rights
- QEC has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract and QEC has the right to direct the use of the identified asset throughout the period of use and
- QEC has the right to take decisions in respect of 'how and for what purpose' the asset is used throughout the period of use.

QEC's lease arrangements consist of the following:

Type of asset leased	Lease term
Leased buildings	2 to 9 years
Leased plant, equipment, furniture, fittings and vehicles	1 to 5 years

All leases are recognised on the balance sheet, with the exception of low value leases (less than \$10,000 AUD) and short-term leases of less than 12 months. QEC has elected to apply the practical expedients for short-term leases and leases of low-value assets. As a result, no right-of-use asset or lease liability is recognised for these leases; rather, lease payments are recognised as an expense on a straight-line basis over the lease term, within "other operating expenses" (refer to Note 3.1c).

### *Initial measurement*

The lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease if that rate is readily determinable or QEC incremental borrowing rate. QEC's lease liabilities have been discounted by rates of between 1.80% to 5.58%.

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

- fixed payments (including in-substance fixed payments) less any lease incentive receivable
- variable payments based on an index or rate, initially measured using the index or rate as at the commencement date
- amounts expected to be payable under a residual value guarantee and
- payments arising from purchase and termination options reasonably certain to be exercised.



The following types of lease arrangements, contain extension and termination options:

- Leased buildings: QEC's Wodonga office lease and Dandenong South office lease, incorporate options to renew further terms.

These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by QEC and not by the respective lessor.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term and lease liability if the lease is reasonably certain to be extended (or not terminated).

Potential future cash outflows have not been included in the lease liability is zero, because it is not reasonably certain that the leases will be extended (or terminated).

The assessment is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the lessee.

#### *Subsequent measurement*

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in the substance fixed payments.

When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or profit and loss if the right of use asset is already reduced to zero.

#### *Leases with significantly below market terms and conditions*

QEC does not hold lease arrangements which contain significantly below-market terms and conditions.



### Terms and conditions

Consolidated 30 June 2025	Note	Weighted average interest rate (%)	Carrying Amount \$'000	Nominal Amount \$'000	Maturity Dates				
					Less than 1 month \$'000	1-3 months \$'000	3 months - 1 year \$'000	1-5 years \$'000	Over 5 years \$'000
Lease liabilities	6.1	3.87%	904	904	25	74	197	609	-
<b>Total Financial Liabilities</b>			<b>904</b>	<b>904</b>	<b>25</b>	<b>74</b>	<b>197</b>	<b>609</b>	<b>-</b>

Consolidated 30 June 2024	Note	Weighted average interest rate (%)	Carrying Amount \$'000	Nominal Amount \$'000	Maturity Dates				
					Less than 1 month \$'000	1-3 months \$'000	3 months - 1 year \$'000	1-5 years \$'000	Over 5 years \$'000
Lease liabilities	6.1	3.71%	1,023	1,023	22	66	176	759	-
<b>Total Financial Liabilities</b>			<b>1,023</b>	<b>1,023</b>	<b>22</b>	<b>66</b>	<b>176</b>	<b>759</b>	<b>-</b>

### Interest expense

	2025 \$'000	2024 \$'000
Interest on lease liabilities	75	68
<b>Total interest expense</b>	<b>75</b>	<b>68</b>

Interest expense includes interest component of lease repayments Interest expense is recognised in the period in which it is incurred.

QEC recognises borrowing costs immediately as an expense, even where they are directly attributable to the acquisition, construction or production of a qualifying asset.



### Note 6.2: Cash and Cash Equivalents

	2025 \$'000	2024 \$'000
Cash on Hand	3	3
Cash at Bank	894	3,365
<b>TOTAL CASH AND CASH EQUIVALENTS</b>	<b>897</b>	<b>3,368</b>

### Note 6.3: Commitments for Expenditure

QEC does not have any commitments for expenditure as of 30 June 25 (30 June 2024: Nil)



## Note 7: Risks, Contingencies and Valuation Uncertainties

QEC is exposed to risk from its activities and outside factors. In addition, it is often necessary to make judgements and estimates associated with recognition and measurement of items in the financial statements. This section sets out financial instrument specific information, (including exposures to financial risks) as well as those items that are contingent in nature or require a higher level of judgement to be applied, which for QEC is related mainly to fair value determination.

### Structure

#### 7.1 Financial Instruments

#### 7.2 Contingent Assets and Contingent Liabilities

#### 7.3 Fair Value Determination

#### Note 7.1: Financial Instruments

Financial instruments arise out of contractual agreements that give rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Due to the nature of QEC's activities, certain financial assets and financial liabilities arise under statute rather than a contract. Such financial assets and financial liabilities do not meet the definition of financial instruments in *AASB 132 Financial Instruments: Presentation*.



Note 7.1 (a): Categorisation of financial instruments

30 June 2025	Note	Carrying amount \$'000	Net gain/ (loss) \$'000	Total interest income/ (expense) \$'000	Fee income/ (expense) \$'000	Impairment loss \$'000
<b>Contractual Financial Assets</b>						
Cash and Cash Equivalents	6.2	897	-	-	-	-
Receivables	5.1	1,454	-	-	-	-
Investments and Other Financial Assets		-	-	-	-	-
<b>Financial assets at fair value through net result</b>						
Investments and Other Financial Assets		-	8,801	-	-	-
<b>Financial assets at fair value through other comprehensive income</b>						
Investments and Other Financial Assets		-	-	-	-	-
<b>Total Financial Assets<sup>i</sup></b>		<b>2,351</b>	<b>8,801</b>	-	-	-
<b>Financial liabilities at amortised cost</b>						
Payables	5.2	754	-	-	-	-
Borrowings	6.1	904	-	-	-	-
<b>Total Financial Liabilities<sup>i</sup></b>		<b>1,658</b>	-	-	-	-

<sup>i</sup> The carrying amount excludes statutory receivables (i.e. GST receivable) and statutory payables (i.e. Withholding taxes and Superannuation payable).



30 June 2024	Note	Carrying amount \$'000	Net gain/ (loss) \$'000	Total interest income/ (expense) \$'000	Fee income/ (expense) \$'000	Impairment loss \$'000
<b>Contractual Financial Assets</b>						
Cash and Cash Equivalents	6.2	3,368	-	-	-	-
Receivables	5.1	1,366	-	-	-	-
Investments and Other Financial Assets		-	7,844	-	-	-
<b>Financial assets at fair value through net result</b>						
Investments and Other Financial Assets		-	-	-	-	-
<b>Financial assets at fair value through other comprehensive income</b>						
Investments and Other Financial Assets		-	-	-	-	-
<b>Total Financial Assets<sup>i</sup></b>		<b>4,734</b>	<b>7,844</b>	-	-	-
<b>Financial liabilities at amortised cost</b>						
Payables	5.2	817	-	-	-	-
Borrowings	6.1	1,023	-	-	-	-
<b>Total Financial Liabilities<sup>i</sup></b>		<b>1,840</b>	-	-	<b>1,840</b>	<b>1,840</b>

<sup>i</sup> The carrying amount excludes statutory receivables (i.e. GST receivable) and statutory payables (i.e. Withholding taxes and Superannuation payable). How we categorise financial instruments

## How we categorise financial instruments

### *Financial assets at amortised cost*

Financial assets are measured at amortised cost if both of the following criteria are met and the assets are not designated as fair value through net result:

- the assets are held by QEC solely to collect the contractual cash flows and
- the assets' contractual terms give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specific dates.

These assets are initially recognised at fair value plus any directly attributable transaction costs and are subsequently measured at amortised cost using the effective interest method less any impairment.



QEC recognises the following assets in this category:

- Cash and cash equivalent
- Receivables (excluding statutory receivables).

#### *Financial assets at fair value through net result*

QEC initially designates a financial instrument as measured at fair value through net result if:

- it eliminates or significantly reduces a measurement or recognition inconsistency (often referred to as an “accounting mismatch”) that would otherwise arise from measuring assets or recognising the gains and losses on them, on a different basis
- it is in accordance with the documented risk management or investment strategy and information about the groupings was documented appropriately, so the performance of the financial asset can be managed and evaluated consistently on a fair value basis or
- it is a hybrid contract that contains an embedded derivative that significantly modifies the cash flows otherwise required by the contract.

The initial designation of the financial instruments to measure at fair value through net result is a one-time option on initial classification and is irrevocable until the financial asset is derecognised.

QEC recognises listed equity securities as mandatorily measured at fair value through net result and has designated all managed investments as fair value through net result.

#### *Categories of financial liabilities*

Financial liabilities are recognised when QEC becomes a party to the contractual provisions to the instrument. Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified at fair value through profit or loss, in which case transaction costs are expensed to profit or loss immediately.

#### *Financial liabilities at fair value through net result*

A financial liability is measured at fair value through net result if the financial liability is:

- held for trading or
- initially designated as at fair value through net result.

Changes in fair value are recognised in the net results as other economic flows, unless the changes in fair value relate to changes in QEC’s own credit risk. In this case, the portion of the change attributable to changes in QEC’s own credit risk is recognised in other comprehensive income with no subsequent recycling to net result when the financial liability is derecognised.

#### *Financial liabilities at amortised cost*

Financial liabilities are measured at amortised cost using the effective interest method, where they are not held at fair value through net result.



The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in net result over the relevant period. The effective interest is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

QEC recognises the following liabilities in this category:

- payables (excluding statutory payables and contract liabilities)
- borrowings.

### *Derecognition of financial assets*

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognised when:

- the rights to receive cash flows from the asset have expired or
- QEC retains the right to receive cash flows from the asset, but has assumed an obligation to pay them in full without material delay to a third party under a 'pass through' arrangement or
- QEC has transferred its rights to receive cash flows from the asset and either:
  - has transferred substantially all the risks and rewards of the asset or
  - has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

Where QEC has neither transferred nor retained substantially all the risks and rewards or transferred control, the asset is recognised to the extent of QEC's continuing involvement in the asset.

### *Derecognition of financial liabilities*

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expires.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised as an 'other economic flow' in the comprehensive operating statement.

### *Reclassification of financial instruments*

A financial asset is required to be reclassified between fair value between amortised cost, fair value through net result and fair value through other comprehensive income when, and only when, QEC's business model for managing its financial assets has changed such that its previous model would no longer apply.

A financial liability reclassification is not permitted.



## Note 7.2: Contingent Assets and Contingent Liabilities

### *How we measure and disclose contingent assets and contingent liabilities*

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

Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

### *Contingent assets*

Contingent assets are possible assets that arise from past events, whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the health service.

These are classified as either quantifiable, where the potential economic benefit is known, or non-quantifiable.

### *Contingent liabilities*

Contingent liabilities are:

- possible obligations that arise from past events, whose existence will be confirmed only by the occurrence or non- occurrence of one or more uncertain future events not wholly within the control of the health service or
- present obligations that arise from past events but are not recognised because:
  - It is not probable that an outflow of resources embodying economic benefits will be required to settle the obligations

or

- the amount of the obligations cannot be measured with sufficient reliability.

Contingent liabilities are also classified as either quantifiable or non-quantifiable.

There were no contingent assets and no contingent liabilities for QEC as at 30 June 2025 or 30 June 2024.



### Note 7.3: Fair Value Determination

#### *How we measure fair value*

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The following assets and liabilities are carried at fair value:

- Financial assets and liabilities at fair value through net result
- Financial assets and liabilities at fair value through other comprehensive income
- Property, plant and equipment
- Right-of-use assets

In addition, the fair value of other assets and liabilities that are carried at amortised cost, also need to be determined for disclosure.

#### *Valuation hierarchy*

In determining fair values a number of inputs are used. To increase consistency and comparability in the financial statements, these inputs are categorised into three levels, also known as the fair value hierarchy. The levels are as follows:

- Level 1 – quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 – valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable and
- Level 3 – valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

QEC determines whether transfers have occurred between levels in the hierarchy by reassessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. There have been no transfers between levels during the period.

QEC monitors changes in the fair value of each asset and liability through relevant data sources to determine whether revaluation is required. The Valuer-General Victoria (VGV) is QEC's independent valuation agency for land and buildings.

#### *Fair value determination: management investment schemes*

QEC invests in managed funds, which are not quoted in an active market and which may be subject to restrictions on redemptions.

QEC considers the valuation techniques and inputs used in valuing these funds as part of its due diligence prior to investment, to ensure they are reasonable and appropriate. The net asset value of these funds is used as an input into measuring their fair value, and is adjusted as necessary, to reflect restrictions and redemptions, future commitments and other specific factors of the fund.

QEC classifies these funds as Level 2.



### ***Fair value determination: non-financial physical assets***

AASB 2010-10 *Amendments to Australian Accounting Standards – Fair Value Measurement of Non-Financial Assets of Not-for-Profit Public Sector Entities* amended AASB 13 *Fair Value Measurement* by adding Appendix F *Australian Implementation Guidance for Not-for-Profit Public Sector Entities*. Appendix F explains and illustrates the application of the principals in AASB 13 on developing unobservable inputs and the application of the cost approach. These clarifications are mandatorily applicable annual reporting periods beginning on or after 1 January 2024. FRD 103 permits Victorian public sector entities to apply Appendix F of AASB 13 in their next scheduled formal asset revaluation or interim revaluation process (whichever is earlier).

The last scheduled full independent valuation of all of QEC's non-financial physical assets was performed by VGV on 30 June 2024. The annual fair value assessment for 30 June 2025 using VGV indices does not identify material changes in value. In accordance with FRD 103, QEC will reflect Appendix F in its next scheduled formal revaluation on 30 June 2029 or interim revaluation process (whichever is earlier). All annual fair value assessments thereafter will continue compliance with Appendix F.

For all assets measured at fair value, QEC considers the current use as its highest and best use.

### ***Non-specialised land, non-specialised buildings and investment properties***

Non-specialised land, non-specialised buildings, investment properties and cultural assets are valued using the market approach. Under this valuation method, the assets are compared to recent comparable sales or sales of comparable assets which are considered to have nominal or no added improvement value. From this analysis, an appropriate rate per square metre has been applied to the asset.

### ***Specialised land and specialised buildings***

Specialised land includes Crown Land which is measured at fair value with regard to the property's highest and best use after due consideration is made for any legal or physical restrictions imposed on the asset, public announcements or commitments made in relation to the intended use of the asset.

During the reporting period, QEC held Crown Land. The nature of this asset means that there are certain limitations and restrictions imposed on its use and/or disposal that may impact their fair value.

The market approach is also used for specialised land although it is adjusted for the community service obligation (CSO) to reflect the specialised nature of the assets being valued.

The CSO adjustment reflects the valuer's assessment of the impact of restrictions associated with an asset to the extent that is also equally applicable to market participants. This approach is in light of the highest and best use consideration required for fair value measurement and considers the use of the asset that is physically possible, legally permissible and financially feasible.



For QEC, the current replacement cost method is used for the majority of specialised buildings, adjusting for the associated depreciation.

### *Cultural assets*

Cultural assets are valued using the market approach, whereby the valuation of the assets is determined by comparison to similar examples of the artist's work in existence throughout Australia and research on recent prices paid for similar examples offered at auction or through art galleries.

### *Vehicles*

Vehicles are valued using the current replacement cost method. QEC acquires new vehicles and at times disposes of them before completion of their economic life. The process of acquisition, use and disposal in the market is managed by experienced fleet managers in QEC who set relevant depreciation rates during use to reflect the utilisation of the vehicles.

### *Furniture, fittings, plant and equipment*

Furniture, fittings, plant and equipment (including medical equipment, computers and communication equipment) are held at fair value. When plant and equipment is specialised in use, such that it is rarely sold, fair value is determined using the current replacement cost method.



## Note 8: Other Disclosures

This section includes additional material disclosures required by accounting standards or otherwise, for the understanding of this financial report.

### Structure

#### 8.1 Ex gratia Expenses

#### 8.2 Responsible Persons Disclosure

#### 8.3 Remuneration of Executives

#### 8.4 Related Parties

#### 8.5 Remuneration of Auditors

#### 8.6 Events Occurring after the Balance Sheet Date

### Note 8.1. Ex gratia Expenses

There were no ex gratia payments made by QEC to 30 June 2025 or 30 June 2024.



## Note 8.2: Responsible Persons Disclosures

In accordance with the Ministerial Directions issued by the Assistant Treasurer under the *Financial Management Act 1994*, the following disclosures are made regarding responsible persons for the reporting period.

	Period
The Hon. Mary-Anne Thomas MP	
Former Minister for Health Infrastructure	1 July 2024 to 19 December 2024
Minister for Health	1 July 2024 to 30 June 2025
Minister for Ambulance Services	1 July 2024 to 30 June 2025
The Hon. Ingrid Stitt MP	
Minister for Mental Health	1 July 2024 to 30 June 2025
Minister for Ageing	1 July 2024 to 30 June 2025
The Hon. Lizzie Blandthorn MP	
Minister for Children	1 July 2024 to 30 June 2025
The Hon. Melissa Horne MP	
Minister for Health Infrastructure	19 December 2024 to 30 June 2025

### Governing Boards

Ms Catherine Ho (President of the Board)	1 July 2024 to 30 June 2025
Ms Lesley Podesta	1 July 2024 to 31 December 2024
Ms Sandra Bell	1 July 2024 to 30 June 2025
Dr Julie Green	1 July 2024 to 30 June 2025
Mr Henryk Majewski	1 July 2024 to 30 June 2025
Ms Belinda Loke	1 July 2024 to 30 June 2025
Ms Marilyne Crestias	1 July 2024 to 30 June 2025
Ms Draga Jevtic	1 July 2024 to 30 June 2025

### Accountable Officers

Ms Susan White (Chief Executive Officer)	1 July 2024 to 30 June 2025
--	-----------------------------



### Remuneration of Responsible Persons

The number of Responsible Persons are shown in their relevant income bands:

Income Band	2025 No.	2024 No.
\$1 – \$9,999	8	10
\$210,000 – \$219,999	1	1
<b>Total Numbers</b>	<b>9</b>	<b>11</b>
	\$'000	\$'000
<b>Total remuneration received or due and receivable by Responsible Persons from the reporting entity amounted to:</b>	<b>245</b>	<b>241</b>

Amounts relating to the Governing Board Members and Accountable Officer of QEC's financial statements. Amounts relating to Responsible Ministers are reported within the State's Annual Financial Report.



### Note 8.3: Remuneration of Executives

The number of executive officers, other than Ministers and Accountable Officers, their total remuneration during the reporting period are shown in the table below. Total annualised employee equivalent provides a measure of full time equivalent executive officers over the reporting period.

Remuneration comprises employee benefits in all forms of consideration paid, payable or provided in exchange for services rendered. Accordingly, remuneration is determined on an accrual basis.

Several factors affected total remuneration payable to executives over the year. A number of employment contracts were completed and renegotiated, and a number of executive officers retired, resigned or were retrenched in the past year. This has had a significant impact on remuneration figures for the termination benefits category.

Remuneration of Executive Officers (Including Key Management Personnel Disclosed in Note 8.2)	Total Remuneration	
	2025 \$'000	2024 \$'000
Total Remuneration <sup>i</sup>	1,024	962
Total Number of Executives	5	5
Total Annualised Employee Equivalent <sup>ii</sup>	4.8	4.8

<sup>i</sup> The total number of executive officers includes persons who meet the definition of Key Management Personnel (KMP) of QEC under AASB 124 Related Party Disclosures and are also reported within Note 8.4 Related Parties.

<sup>ii</sup> Annualised employee equivalent is based on working 38 ordinary hours per week over the reporting period.

### Note 8.4: Related Parties

QEC is a wholly owned and controlled entity of the State of Victoria. Related parties of QEC include:

- all key management personnel (KMP) and their close family members and personal business interests
- cabinet ministers (where applicable) and their close family members and
- all health services and public sector entities that are controlled and consolidated into the State of Victoria financial statements.

#### *Significant transactions with government related entities*

QEC received funding from the Department of Health and the Department of Families, Fairness and Housing of \$15.9m (2024: \$18.8m).



Expenses incurred by QEC in delivering services and outputs are in accordance with HealthShare Victoria requirements. Goods and services including procurement, client meals and multi-site operational support are provided by other Victorian Health Service Providers on commercial terms.

Professional medical indemnity insurance and other insurance products are obtained from the Victorian Managed Insurance Authority.

The Standing Directions require QEC to hold cash (in excess of working capital) in accordance with the State's centralised banking arrangements. All borrowings are required to be sourced from Treasury Corporation Victorian unless an exemption has been approved by the Minister for Health and Human Services and the Treasurer.

#### *Key management personnel (KMP)*

KMPs are those people with the authority and responsibility for planning, directing and controlling the activities of QEC, directly or indirectly.

The Board of Directors and the Chief Executive Officer of QEC are deemed to be KMPs. This includes the following:

Entity	KMPs	Position Title
The Queen Elizabeth Centre	Ms Catherine Ho	President of the Board
The Queen Elizabeth Centre	Ms Lesley Podesta	Board Member
The Queen Elizabeth Centre	Ms Sandra Bell	Board Member
The Queen Elizabeth Centre	Dr Julie Green	Board Member
The Queen Elizabeth Centre	Mr Henryk Majewski	Board Member
The Queen Elizabeth Centre	Ms Belinda Loke	Board Member
The Queen Elizabeth Centre	Ms Marilyne Crestias	Board Member
The Queen Elizabeth Centre	Ms Draga Jevtic	Board Member
The Queen Elizabeth Centre	Ms Susan White	Chief Executive Officer

#### *Remuneration of key management personnel*

The compensation detailed below excludes the salaries and benefits the Portfolio Ministers receive. The Minister's remuneration and allowances is set by the *Parliamentary Salaries and Superannuation Act 1968* and is reported within the State's Annual Report.



	2025 \$'000	2024 \$'000
<b>Total Compensation – KMPs<sup>i</sup></b>	<b>276</b>	<b>271</b>

i KMPs are also reported in Note 8.2 Responsible Persons or Note 8.3 Remuneration of Executives.

### *Transactions with KMPs and Other Related Parties*

Given the breadth and depth of State government activities, related parties transact with the Victorian public sector in a manner consistent with other members of the public e.g. stamp duty and other government fees and charges. Further employment of processes within the Victorian public sector occur on terms and conditions consistent with the Public Administration Act 2004 and Codes of Conduct and Standards issued by the Victorian Public Sector Commission.

Procurement processes occur on terms and conditions consistent with the Victorian Government Procurement Board requirements.

Outside of normal citizen type transactions with QEC, there were no related party transactions that involved key management personnel, their close family members and their personal business interests. No provision has been required, nor any expense recognised, for impairment of receivables from related parties.

There were no related party transactions with Cabinet Ministers required to be disclosed in 2025 (2024: none).

Except for the transaction listed below, there were no other related party transactions required to be disclosed for QEC Board of Directors in 2025 (2024: none).

Ms Susan White is the CEO of QEC and the Board Director of Victorian Council of Social Service (VCOSS).

The transactions between the entities relate to reimbursements for services provided. All dealings are in the normal course of business and are on normal commercial terms and conditions.

	2025 \$'000	2024 \$'000
Payment to Victorian Council of Social Service for membership	5	-



### Note 8.5: Remuneration of Auditors

	2025 \$'000	2024 \$'000
<b>Victorian Auditor-General's Office</b>		
Audit of the Financial Statements	20	20
<b>TOTAL REMUNERATION OF AUDITORS</b>	<b>20</b>	<b>20</b>

### Note 8.6: Events Occurring after the Balance Sheet Date

There are no events occurring after the balance sheet date.



53 Thomas Street  
Noble Park, VIC 3174  
Telephone: +61 3 9549 2777

[www.qec.org.au](http://www.qec.org.au)

