QEC

Queen Elizabeth Centre

Annual Report

2025–2026



QEC acknowledges all Aboriginal and Torres Strait Islander peoples as traditional owners of the lands on which we together 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



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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 2025-2026, we supported over 2380 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.

> "As a first-time mum, I cannot explain how much this experience meant to me. The staff made me feel supported, capable and calm. I left feeling empowered and hopeful instead of exhausted and overwhelmed."

Our strong commitment to reconciliation and self-determination continued this year, with a number of successful, collaborative initiatives:

- Development of a new Innovate Reconciliation Action Plan – strengthening our accountability to the communities we serve
- Clinical partnership with First Peoples Health and Wellbeing Service – in the joint employment of an Aboriginal Early Parenting Service Navigator to better support First Nations families engaged with QEC services
- Support from Bunurong Land Council to identity Boonwurrung names for our Mundi Noble Park and Baabak Hastings sites: Mundi – *"to hug, embrace and hold tight"*; Baabak – *"to nourish or care for a child or hold a child close"*.

With construction funded by the Victorian Government, our Baabak Hastings Early Parenting Centre was officially opened in May 2026 by the Minister for Children, The Hon Lizzie Blandthorn MP. The new site includes a day stay facility, ten family suites for overnight programs, and dedicated spaces for group programs, training, and community use. We look forward to establishing overnight services at this site later in 2026.

In early 2026, QEC was approached by Rainbow Families Australia to deliver a parenting education course specifically designed for families who identify part of the LGBTIQ+ community. We subsequently developed and delivered the Rainbow Playsteps program – the first facilitated, evidence informed, early parenting education with children aged 0-4 years, that addresses the unique experiences of queer families. An evaluation of the initial pilot program reinforced program's success and found that all program objectives were met.

We continued our partnership with the Health & Social Care Unit, Monash University, delivering the following initiatives:

- Researcher in residence program – an onsite researcher to support capacity building, outcome measurements and evidence generation
- Early parenting education – delivery of Australia's first university credentialed early parenting course.

Throughout 2025 and 2026, the team at QEC worked with our colleagues at Tweddle Child and Family Health Service exploring ways to partner into the future to better support Victorian children, families and communities. For more than a century, our two organisations have supported Victorian





families with a deep commitment to helping children and families to thrive. We are proud to be Victoria's largest and most experienced EPCs, trusted by families across the state and guided by a sense of shared values and purpose. In recent years, we have built a strong and productive partnership through a number of successful collaborations.

Following five months of exploration, consultation, due diligence and independent analysis, in June 2026, the Boards of Tweddle and QEC recommended a voluntary merger to the Victorian government. Having considered all available evidence, both Boards concluded that a merger would deliver lasting benefits for children, families and carers, the early parenting workforce and the broader Victorian community. The evidence demonstrated opportunities for a merged organisation to: reach more families across Victoria, improve how families find and access support, strengthen research, training and sector leadership, and create a more sustainable future for specialist early parenting services.

We are grateful to everyone who contributed to this process. More than 370 people shared their views through consultation, including employees, families, community members, service partners, referrers, government representatives and sector peers. Our consultation process found broad and consistent support for the merger, alongside clear messages about what should be protected and what a merged organisation should prioritise. Findings emphasised the importance of maintaining quality of care, protecting local connections, supporting staff through any transition and delivering meaningful improvements for families.

At time of writing, our recommendation is now with the Secretary of the Department of Health, who will consider the proposal before advising the Minister for Health.

This year's outstanding VPSC People Matter Survey results once again rated QEC as one of the top organisations in workplace culture across Victoria, with an engagement index of 83. 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 results and workplace culture are a testament to the efforts of each and every person at QEC.

Our sincere thanks go to the families who trust us to support them throughout their parenting journey. During 2025-26, 2387 families accessed support at QEC. The positive outcomes achieved reflect both the dedication of the families we work alongside and the commitment of our staff. One week following discharge, 94% of families reported increased understanding and confidence in supporting their child's sleep, 96% felt understood and treated with respect and 89% reported greater awareness of health and support services. These outcomes are a testament to the resilience of the families we support and the expertise, compassion and dedication of our employees.

Our Board is committed to ensuring that QEC continues to deliver high quality support to Victorian families and communities. Following an evaluation of our inaugural Board Quality Risk and Clinical Governance Committee Consumer Member role, the Board approved the recruitment of a second consumer member. We sincerely thank Lisa Mulvogue for her ongoing work and welcome Bek Morgan to the Committee. Our thanks also to the QEC Wendy Spry and Frank Slutzkin Committee, ably chaired by Bruce Morley.

This year, we welcomed five new Board Directors: Nicki Batagol, Nic Barwick, Anna Martiniello, Kim Shaw and Janine Wilson. We also farewelled Sandy Bell, who served nine years as Board Director, making a significant contribution to QEC. Sandy joined our Board in 2017 and served as Board Chair from 2018 to 2023, and again in 2025. During her time with us, Sandy has been the Chair of Audit, Finance and Infrastructure Committee and a member of the Wendy Spry & Frank Slutzkin Research Fund Committee. We sincerely thank Sandy for her dedication, commitment and guidance over the past nine years.

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 2026.

> "You were fantastic when I was struggling the most – you supported me and my kids to overcome the hardest times. You never made me feel bad or guilty gave me the support to deal with my own struggles."



Nicki Batagol
Board Chair
29 September 2026



Sue White
Chief Executive Officer
29 September 2026

2 Overview

At QEC, children and their families are at the heart of everything we do.

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 3: 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 Title	Minister Name	Reporting period dates
Minister for Health Minister for Ambulance Services	The Hon Mary-Anne Thomas MP	1 July 2025 to 15 April 2026
Minister for Health Minister for Ambulance Services Minister for Water	Hon Harriet Shing MP	15 April 2026 to 30 June 2026
Minister for Health Infrastructure	The Hon Melissa Horne MP	1 July 2025 to 30 June 2026
Minister for Mental Health Minister for Ageing	The Hon Ingrid Stitt MP	1 July 2025 to 30 June 2026
Minister for Disability Minister for Children	The Hon Lizzie Blandthorn MP	1 July 2025 to 30 June 2026

QEC is led by a high calibre Board who provide oversight of governance and strategy across the organisation. Our Board performance metrics demonstrate excellence in directorship functions, 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	100%
Budget Approval Meeting Attendance	100%
Financial Result Meeting Attendance	100%
Minimum 1 x Onsite Event Attendance	100%
Annual Strategy Day Attendance	60%

We sincerely thank the following Board Directors for their work in 2025-2026:

Ms Nicki Batagol
Board Chair
B.Ec (Hons), Grad Dip Arts (Asian Studies), GAICD

Nicki is a dedicated community leader who is passionate about providing support and interventions to build stronger communities. She is currently the Chair of Lifeline Direct and the Chair of Mental Health First Aid International, and has served on a number of other not for profit boards providing mental health and family violence services, as well as being a Councillor with the City of Stonnington. Previously a management consultant specialising in change management and stakeholder engagement, Nicki brings 16 years of experience leading global organisations through workforce transformation programs in Australia and London. Nicki joined the QEC Board in July 2025 and was a member of the Quality, Risk & Clinical Governance Committee, and became the Board Chair in December 2025. Board meeting attendance for the period was 89%.

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. She 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 and Deputy Chair of Children's Healthcare Australasia and was previously Executive Director and board member of raisingchildren.net.au. Julie holds a number of academic roles: Adjunct Professor, School of Medicine, Western Sydney University; Honorary Research Fellow, Murdoch Children's Research Institute; and Honorary Principal Fellow, Department of Paediatrics, University of Melbourne. She joined the QEC Board in July 2020, is Deputy Board Chair and is a member of the Audit, Finance & Infrastructure and the Quality, Risk & Clinical Governance Committees. Board meeting attendance for the period was 100%.

Ms Kim Shaw
Deputy Board Chair
BEc/LLB, GAICD

Kim is the Chair of Anika Legal, a not-for-profit legal service providing free legal support to renters facing housing insecurity. At AMF-Cufo, she serves as Director and Chair of the Audit and Risk Committee, supporting the NGO's focus on economic sustainability, financial literacy and microenterprise programs in the Asia-Pacific. She previously served on advisory boards for RMIT Law School and the Law Institute of Victoria, brings 34 years' legal practice, leadership and Board experience at Maurice Blackburn Lawyers. Kim joined the QEC Board in July 2025, is Deputy Board Chair and is a member of the Quality, Risk & Clinical Governance Committee. Board meeting attendance for the period was 89%.

Ms Nic Barwick
Chartered Accountant, BComm, BEc, Grad Dip Information Systems, GAICD

Nic has more than 15 years' experience working in the health sector and is passionate about community health and health equity. She has extensive

experience in strategy, optimising the customer experience and risk & financial management. Nic has served on a number of not for profit and public sector boards and committees in the areas of: health, community, migration and environment. Nic joined the QEC Board in July 2025, and is a member of the Quality, Risk & Clinical Governance Committee, and the Audit, Finance and Infrastructure Committee. Board meeting attendance for the period was 89%.

Ms Janine Wilson

B.Sc (Physio), MBA, GAICD

Janine has been the Chief Executive Officer for the Eastern Melbourne Primary Health Network since June 2020. Prior to her tenure with EMPHN, Janine held various executive roles in the health sector in strategic, operational, marketing and general management roles. Between 2017 and 2020 she oversaw the establishment and ongoing operation of Telstra Health's National Cancer Screening Register. Between 2005 and 2017, Janine held a number of executive roles with the Australian Red Cross Blood Service. Janine holds an MBA from Melbourne Business School, where she was the recipient of the Helen McPherson-Smith Scholarship. Janine joined the QEC Board in July 2025, and is a member of the Audit, Finance and Infrastructure Committee. 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 General Manager Strategy, Planning and Improvement at the Royal Children's Hospital. Sandy has also served on a number of not for profit and public sector boards in the areas of: women, housing, community and health, and currently sits on the board of YSAS. She joined the QEC Board in 2017 and served as Board Chair from 2018 to 2023, and from July to December 2025. Sandy has been the Chair of Audit, Finance and Infrastructure Committee and a member of the Wendy Spry & Frank Slutzkin Research Fund Committee. Board meeting attendance for the period was 78%.

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 focused 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 NH&MRC 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 is a member of the Quality, Risk & Clinical Governance Committee. Board meeting attendance for the period was 100%.

Ms Draga Jevtic

Masters Psychology, Post Grad Certificate & Diploma Management Psychology, CPHR, GAICD

Draga is a psychologist with over 30 years' experience in Counselling and Organisational psychology. She has considerable experience in: 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 faculty advisor for the Australian Institute of Health Excellence; advisor for the Australian Multicultural Women's Alliance Health and Leadership streams; and Chair of mentoring programs for FashLab. Draga joined the QEC Board in July 2024 and is the Chair of the Quality, Risk & Clinical Governance Committee. Board meeting attendance for the period was 100%.

Ms Marilyne Crestias

Masters Economics, Grad Dip Asian studies, GAICD

Marilyne has over 15 years' experience in government and consulting, focusing primarily on public policy, financial management and governance. Prior to her current role as Director of Energy Policy & Regulation at Squadron Energy, Marilyne worked as an Executive at the Clean Energy Investor Group and in the Victorian Treasury and Energy Departments. Marilyne is also the President of the Victorian National Parks Association. Marilyne joined the QEC Board in July 2024 and is the Chair of the Audit, Finance and Infrastructure Committee. Board meeting attendance for the period was 89%.

Ms Anna Martiniello

Grad Cert Bus (Prop), BArch, BBldg, GAICD

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. 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. Anna joined the QEC Board in August 2024 as an Independent Committee member of the Audit, Finance and Infrastructure Committee, before becoming a Board Director in July 2025. Committee meeting attendance for the period was 100%.

We also sincerely thank the following Independent Committee Members for their work in 2025-2026:

Ms Lisa Mulvogue

Consumer Member – Quality, Risk and Clinical Governance Committee

Lisa was appointed the inaugural Consumer Member of the Board Quality, Risk and Clinical Governance Committee in May 2024. Drawing on both lived experience and governance expertise, she provides a vital consumer perspective to quality, safety and strategic decision-making. Following her family's experience accessing QEC's services in 2019 and 2020, Lisa became an active member of the Family Advisory Committee and Clinical Governance Committee, where she has played an important role in shaping service improvements and strengthening consumer engagement. Lisa also brings more than ten years' experience in project coordination across major Australian retail organisations, complemented by her

ongoing work in aged care. Her diverse professional background supports her collaborative approach to governance, quality improvement and consumer partnership. Committee meeting attendance for the period was 100%.

Ms Bek Morgan

Consumer Member - Quality, Risk and Clinical Governance Committee

Bek is an AuDHD parent of three young children, and is a member of both QEC's Family Advisory Committee, Belonging Committee and Family Navigator Working Group. As a mental health support worker, with a background in nursing and psychology, Bek aims to contribute meaningful insights, ask considered questions, and support outcomes that are practical, inclusive, and aligned with consumer needs and QEC's organisational values. As a professional writer and content editor, Bek has strong communication and engagement skills. She aims to support diverse communities to always have a voice. Outside of work, Bek loves to bake with her children, spend time outdoors with family and friends, and travel. Committee meeting attendance for the period was 100%.

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. Committee meeting attendance for the period was 100%.

The work of QEC's Board is well supported by the following committees:

Audit, Finance and Infrastructure Committee

Chair	Marilyne Crestias
Members	Anna Martiniello Janine Wilson Nic Barwick Bruce Moore (independent member)

Quality, Risk and Clinical Governance Committee

Chair	Draga Jevtic
Members	Harry Majewski Prof. Julie Green Nic Barwick Nicki Batagol Kim Shaw Lisa Mulvogue (consumer member) Bek Morgan (consumer member)

Wendy Spry and Frank Slutzkin Research Fund Committee

External Members	Bruce Morley Campbell Paul Warwick Spargo
Board Directors	Sandy Bell Anna Martiniello

The Executive team consistently make significant contributions to QEC:

Chief Executive Officer – Sue White

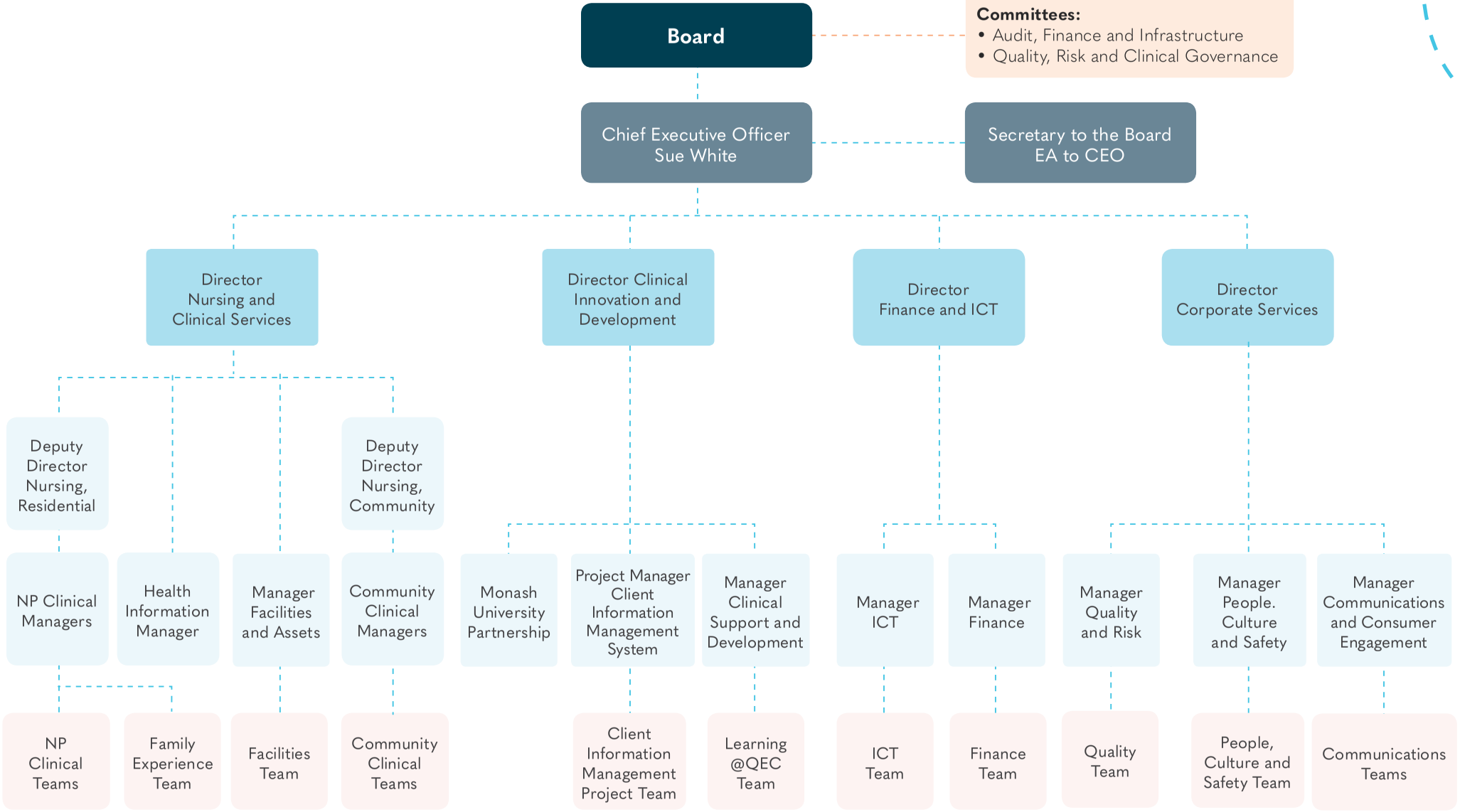
Director of Clinical Innovation and Development – Helen Cunningham

Director of Nursing and Clinical Services – Elaine Grant

Interim Director of Finance – Sonia Guo

Director of Corporate Services – Casey Hepburn

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 Melbourne and regional Victoria
- 160 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.
- **Overnight –** Inpatient 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 overnight 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 2025-2026, QEC was proud to provide services from a range of locations across Victoria. Over the past year, we supported 2,387 families.

Region	Number of Families 2025–2026
State-wide: Advice Line	452
State-wide: ForWhen Perinatal Mental Health Support	406
State-wide: Early Parenting Centre Programs	1,088
State-wide: Overnight Parenting Assessment and Skills Development	97
Southern Melbourne	125
Gippsland	126
Northern Melbourne	50
Northeast Victoria	43
Total	**2,387**

3.2 Reconciliation and self-determination

a. Innovate Reconciliation Action Plan



QEC's Reconciliation Action Plan is a formal statement of commitment that aims to support the development of respectful relationships and meaningful opportunities with First Peoples. Our Reconciliation Working Group – comprising representatives from Aboriginal Community Controlled Organisations and QEC employees – came together over the past year for a series of workshops to:

- Reconfirm our strong, organisational wide commitment to reconciliation
- Review progress against the current Reconciliation Action Plan
- Identify emerging priorities and new initiatives
- Develop our new Innovate Reconciliation Action Plan.

Our Innovate Reconciliation Action Plan has now been approved by Reconciliation Australia. New additions include initiatives to improve accountability, monitoring and reporting, such as:

- Accountability to Reconciliation Australia via participation in the Reconciliation Action Plan reporting system
- Participation in the Australian Reconciliation Barometer – a national research study that measures the progress of reconciliation across Australia.

b. Aboriginal Early Parenting Service Navigator

This year, QEC partnered with First People's Health and Wellbeing in the joint employment of an Aboriginal Early Parenting Service Navigator. The role focuses on the following key priorities:

- Assist families to ensure they have all the supports in place to succeed during their Early Parenting Centre experiences
- Offer cultural support and service navigation to families, to enable the best health and wellbeing outcomes for families
- Develop partnerships, establish clear referral pathways to services, and advocate for families
- Build relationships with local services (such as childcare providers, courts, legal services, councils, hospitals and Gathering Places.

> "The true impact of this role is measured by the confidence families gain, the relationships they build and the reassurance that they have someone walking beside them every step of the way. Working alongside the dedicated team at QEC, this role helps ensure Aboriginal and Torres Strait Islander families feel seen, heard and supported, while upholding cultural safety and self-determination throughout their parenting journey."
>
> *Aboriginal Early Parenting Service Navigator*

This initiative is currently being evaluated by Monash University, Health & Social Care Unit; early findings are outlined below.

The Aboriginal Early Parenting Service Navigator role is essential to culturally safe, coordinated care for Aboriginal families utilising a mainstream EPC. The Navigator is not simply a supportive or adjunct role, rather a critical interface between Aboriginal families and mainstream service systems. The Navigator role operates by:

- Embedding relational cultural safety within service interactions
- Bridging gaps between fragmented systems
- Supporting families to engage safely and effectively with services
- Integrating advocacy, emotional support, and system navigation
- Producing strong outcomes despite systemic constraints.

The role's effectiveness is contingent on broader system conditions, including referral pathways, workforce capability, and organisational integration. The Navigator model is best understood as a transformative (but structurally under embedded service), requiring sustained system level investment to achieve long term impact. The final report and recommendations will be reviewed and implemented later in 2026.

c. Bunurong Land Council

In early 2026, QEC worked with Bunurong Land Council Aboriginal Corporation to identify appropriate Boonwurrung names for our Noble Park (Mundi) and Hastings (Baabak) sites. We are extremely grateful to the team and wider community for their support to use these names.

The Bunurong Land Council Aboriginal Corporation (BLCAC) wishes to formally support your language request for use of the following Boonwurrung words to name two QEC centres. The confirmed words are as follows, with their pronunciation and meaning:

Mundi

MOON-dee, not MUN-dee

'hug, embrace, hold tight.'

Baabak

BAAH-buck

'nourish or care for a child; hold a child close.'

A recording of Bunurong Elder Aunty Gail Dawson can be provided upon request to give the pronunciation of this word.

This confirmation of approved language use comes with the explicit consent of the Bunurong Community as represented by Bunurong Elders and Knowledge Holders. The accuracy of the words above, including their meaning, spelling and pronunciation, has been confirmed by rigorous research and peer review.

These are the standard, official Boonwurrung spellings of these words. Any deviation from these spelling is **incorrect** and is **not endorsed** by BLCAC or the broader Bunurong community.



The Bunurong Land Council kindly asked Aunty Gail to provide a video recording to support understanding and pronunciation – available here.

3.3 Baabak Hastings

Funded by the Victorian Government, QEC's Baabak Hastings Early Parenting Centre officially opened in May 2026. The centre was opened by Minister for Children, The Hon Lizzie Blandthorn MP, who was joined by Paul Mercurio MP, Paul Edbrooke MP and representatives from our partners at Bayside Health Peninsula Health and Mornington Peninsula Shire. Located at 185 High Street Hastings, Baabak has been designed to support families with children from birth to four years and provides practical, evidence informed support to help families navigate common early parenting challenges (including: sleep and settling, feeding, and building parenting confidence). The centre includes a day stay facility, ten family suites for overnight programs, and dedicated spaces for group programs, training, and community use. A virtual tour of our new site is available here.

185 High Street, Hastings

Baabak

[baah-buck]

'nourish or care for a child; hold a child close'

3.4 Rainbow Playsteps

QEC's PlaySteps program is a facilitated, therapeutic playgroup that aims to increase parenting confidence and parent child relationships. In 2025, QEC approached Rainbow Families Australia to deliver a parenting education course specifically designed for families who identify as part of the LGBTIQ+ community. We subsequently developed and delivered the Rainbow Playsteps program – the first facilitated, evidence informed, early parenting education with children aged 0-4 years, that addresses the unique experiences of queer families.

An evaluation of the initial pilot program found that all program objectives were met:

- Increase opportunities to access supportive service environments, that respond to LGBTIQ+ family needs
- Increase parenting confidence, engagement and empowerment
- Further strengthen relationships with children through play
- Further develop knowledge and understanding of child behaviours, development, parenting, sleep, feeding, play, communication and cues
- Increase sense of wellbeing, belonging and pride
- Increase support and engagement with LGBTIQ+ community, peers, and professionals.

Feedback from stakeholders was overwhelmingly positive. Most importantly, all participants felt a strong connection to their community and experienced a deep sense of belonging in a mainstream service.

3.5 Cornelia House

This year, QEC continued our longstanding partnership with the Royal Women's Hospital Cornelia House Program to provide our Playsteps parenting program to women experiencing homelessness. The program emphasises safety and supporting parent-child attachment and is run as a weekly session on site at Cornelia House. Engagement is high, with up to 6 parents and their children attending each week.

3.6 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 2025-2026, over 90% of files audited were rated as satisfactory. Our infection prevention and control audits also continue to demonstrate positive results, with compliance across 95% of audit areas. Our influenza vaccination uptake was 100%. Ongoing employee awareness and training ensures continual improvement across all areas of clinical care.

4 Strategic Goal Two: Leadership

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

4.1 Partnership: Tweddle

In June 2026, the Boards of QEC and Tweddle wrote to the Department of Health to formally request that the Secretary recommend an amalgamation of our two services to the Minister for Health.

QEC and Tweddle have each supported Victorian families for more than a century. Over recent years, we have built a strong and productive partnership grounded in shared values and a deep commitment to helping children and families thrive. Our partnership has deepened our understanding of what two organisations working in close collaboration can achieve and the constraints of operating as separate entities. Both organisations are confident the merger will deliver lasting benefits for babies, children, families and carers. A single organisation will make it easier for families to get support when they need it, deliver consistent, high-quality evidence-informed care across all sites and build the sector leadership, workforce capability and financial resilience that neither organisation can achieve alone.

In coming to this decision, QEC and Tweddle committed to a process that was rigorous, transparent and genuinely consultative:

- Undertaking extensive consultation with employees, families, partners, referrers, community and government representatives
- Completing comprehensive due diligence and modelling across financial, clinical, workforce, legal and ICT
- Seeking independent legal advice on the merger pathway and legislative framework.

We are grateful to everyone who contributed to this process. More than 370 people shared their views throughout the consultation, including employees, families, community members, partners, referrers, government representatives and sector peers. Our consultation process found broad and consistent support for the merger, alongside clear messages about what should be protected and what a merged organisation should prioritise. Participants emphasised the importance of maintaining quality of care, protecting local connections, supporting staff through any transition and

delivering meaningful improvements for families. Due diligence confirmed that both organisations are financially sound and well-governed and that no material issues stand in the way of proceeding.

This work has been led, governed and decided jointly by QEC and Tweddle, guided by the principles agreed by both Boards: children and families first, equity and partnership, transparency, shared values and continuity of care, pragmatic and proportionate decision-making, capability and joint accountability.

At time of writing, our recommendation is now with the Secretary of the Department of Health, who will consider the proposal before advising the Minister for Health.

4.2 Consumer and community participation

QEC is committed to involving community members 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. QEC has adopted Safer Care Victoria's Partnering in Healthcare Framework. This year, we continued to prioritise consumer partnerships, with engagement, feedback and participatory decision making offered across a number of initiatives.

> "I just want you to know you have brought out the best and confident side of me and I really appreciate everything you have done for me and my son and helping me become more independent in caring for him. You are the nicest people I have ever come across."

Following an evaluation of QEC's inaugural Board Quality Risk and Clinical Governance Committee Consumer Member role, the Board approved the recruitment of a second consumer member. We sincerely thank Lisa Mulvogue for her ongoing work and welcome Bek Morgan to the committee. You can read about Bek's journey (and hear directly from her) here.

4.3 Victorian EPC outcomes

In 2021, the Department of Health, QEC and Monash University, Health & Social Care Unit partnered with Early Parenting Centres across Victoria in the development of the Victorian Early Parenting Centre Outcomes Framework. The Outcomes Framework enables evaluation and research to inform innovation, quality improvement, program refinement and, most importantly, ensure Victorian families are receiving optimal care and support.

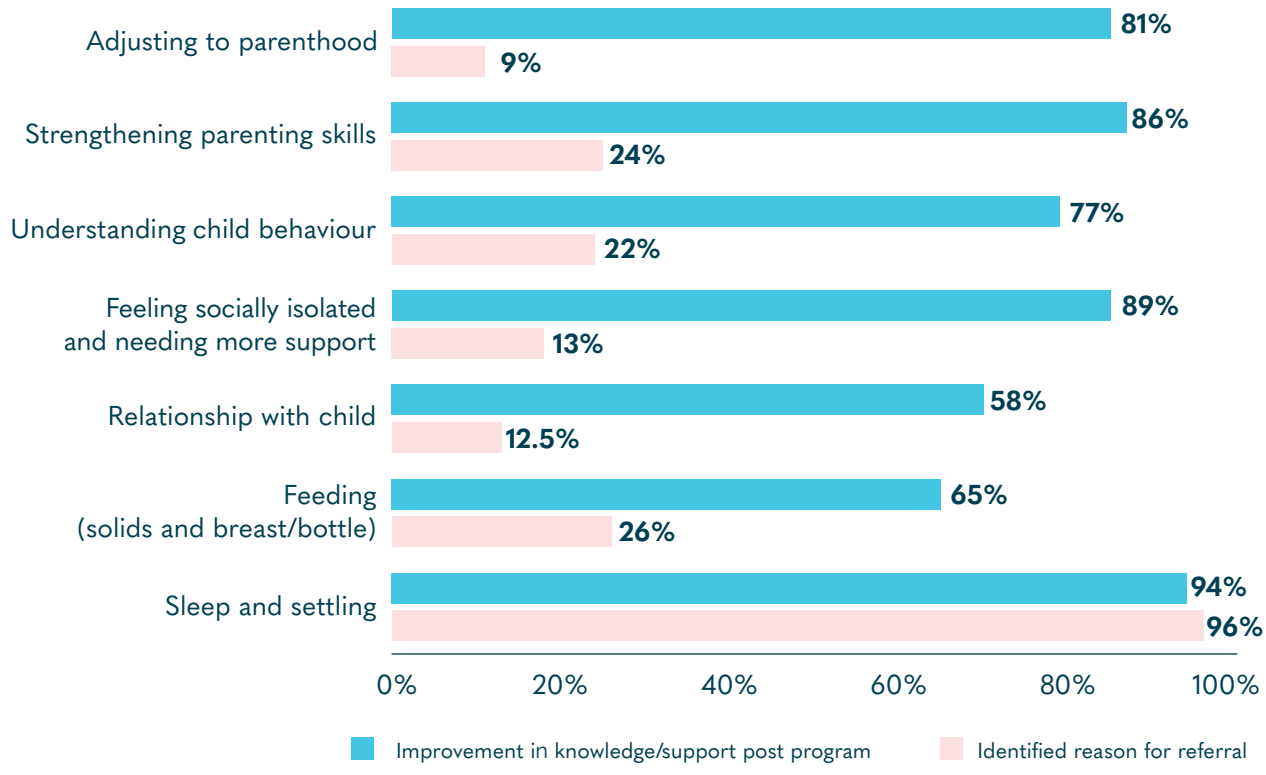
Over the past year, QEC partnered with the Department of Health to undertake the following work:

- Engagement with EPCs at Monash Health, Grampians Health, Barwon Health, Bendigo Health, Mercy Health and Tweddle, to support quarterly outcome data collection and analysis
- Develop quarterly outcome data reports for the Department of Health
- Present quarterly outcome data reports to EPC Clinical Leaders Network Meeting
- Annual Outcome Framework review and updates – to ensure a contemporary approach to emerging evidence and best practice.

QEC 2025-2026 data demonstrates significant outcomes experienced by families engaged with our services:

Outcome Domain	Results (1 week post discharge)	2025-2026
Health and Wellbeing	Families increased their understanding and confidence in their child/ren's sleep	94%
Connection	Families increased awareness of health and support services for themselves and their family	89%
Growth	Families improved understanding of their child/ren's behaviour	77%
Learning	Families improved understanding of parenting	86%
Safe and Secure	Families felt they were understood and treated with respect	96%

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:



4.4 Monash University, Health & Social Care Unit partnership

QEC has continued our "researcher in residence" model with Monash University, Health & Social Care Unit, with the following partnership priorities identified:

- Support statewide EPC outcomes reporting
- Explore enhanced outcomes reporting for QEC
- Continue to submit articles for publication
- Explore validating the Family Outcomes Survey.

Our sincere appreciation is extended to Prof Helen Scouteris and Dr Mandy O'Connor from Monash University, Health & Social Care Unit.

4.5 Early parenting university course

QEC was again proud to partner with Monash University, Health & Social Care Unit in the delivery of Australia's first 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 delivered by QEC after being formally credentialed by Monash University, Health & Social Care Unit:

- **Unit 1: Early Parenting Fundamentals** – equips students 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, Health & Social Care Unit's partnership in delivering this early parenting course ensures our expertise and reputation are at the forefront of supporting families with young children into the future.

Feedback from participants has been overwhelmingly positive:

"It's been really good to just re-enforce a lot of things and has given me some expanded resources, a little bit more in-depth theory... and knowing that I'm on the right track... and then given me other areas to reflect on and improve practice."

"This course has reaffirmed for me that we can make a difference."

"It's had me thinking the whole time when I'm out with families, when I'm writing case notes, resources that have been introduced ... that's been excellent."



4.6 Conference presentations and journal articles

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

Global Implementation Research and Applications journal:

- Co-authors in a peer reviewed journal paper Equity in Intervention Design: A Workshop Report and Recommendations for Intervention Planners.

RACGP Victoria General Practice Series:

- Co-presentation with the Victorian Department of Health to increase primary care providers' knowledge and understanding of the role of Early Parenting Centres.

Australasian Association of Parenting and Child Health conference:

- Tour of our Mundi Noble Park site
- Presentation of statewide outcomes methodology and data.

Municipal Association of Victoria Maternal and Child Health Conference:

- Co-presented via clinical practice panel discussion
- Convened an exhibition stall, in partnership with all Victorian EPCs.

Victorian Association Maternal and Child Health Nurses Conference:

- Presentation of University Early Parenting Course and statewide outcomes methodology and data.

5 Strategic Goal Three: Organisational Excellence

Create an outstanding operating environment that accelerates our work

5.1 People Matter Survey

In late March 2026, QEC employees were invited to provide feedback via the annual People Matter survey, administered by the Victorian Public Sector Commission. 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.

Engagement index	Response rate	High-to-severe stress	Inclusion
83	**61%**	**16%**	**89%**
Comparator 74	Comparator 41%	Comparator 24%	Comparator 82%
Public Sector 71	Public Sector 49%	Public Sector 26%	Public Sector 80%
QEC 2024 83	QEC 2024 64%	QEC 2024 11.5%	QEC 2024 88.5%

Our annual People Matter Survey roadshow commenced in June, when our People, Culture and Safety team shared our results with each team, inviting feedback on how we can further support employees and improve employee satisfaction.

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 are a testament to the efforts of each and every person at QEC.

5.2 Belonging @ QEC

QEC's 2026 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.

QEC's second Gender Equality Action Plan ('GEAP') was submitted in April 2026, proposing further initiatives to ensure gender pay equity, positive gender composition across all areas of the organisation, work flexibility and workforce support. The 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.

> "We were extremely satisfied with our day stay experience. The facilities and the atmosphere were instantly reassuring and put us at ease. The staff in particular were beyond what we expected, their knowledge and warmth made our stay not only lovely but also a huge success! We couldn't recommend this place highly enough."

> "I just want to thank all the staff, as everyone has been really kind, and very supportive. It was very reassuring knowing there is a place like this, where people can go to get help to overcome the difficulties that parenting sometimes brings, especially when you do not have a big network of support. I cannot thank everyone enough for the help and kindness received."

5.3 Workforce data

The following tables demonstrate a healthy, safe, well-resourced workforce.

Hospitals labour category	June Current Month FTE		Average Monthly FTE	
	2025	2026	2025	2026
Nursing	48.15	53.33	51.78	51.64
Administration and Clerical	17.59	24.47	17.22	24.99
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	0.42	0.5	0.48
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)	29.02	29.06	31.49	29.82
Total	**95.25**	**107.28**	**100.99**	**106.93**

Occupational Health and Safety Statistics	2023-2024	2024-2025	2025-2026
The number of reported hazards/incidents for the year per 100 FTE	38	40	27
The number of 'lost time' standard WorkCover claims for the year per 100 FTE	1	2	1
The average cost per WorkCover claim for the year ('000)	$127	$18	$130

Occupational violence statistics	2025-2026
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	13
Number of occupational violence incidents reported per 100 FTE	13
Percentage of occupational violence incidents resulting in a staff injury, illness, or condition	0

5.4 Asset Management

In 2026, QEC invested in new asset management software to support our Asset Management Strategy – an overarching framework that seeks to:

- Guide investment in, and management of, our assets
- Have a direct bearing on the pursuit of our vision and purpose, and the health and well-being of families, communities, employees, contractors and visitors
- Describe the actions QEC undertakes to ensure our assets are efficiently planned, designed, delivered, managed and regularly reviewed in a cost effective and sustainable manner
- Ensure that assets remain relevant to changing user needs and expectations.

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.

5.5 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	2026
Overall Score	62.35%	74.80%	78.06%	81.84%	84.82%	88.33%	93.01%

Our current risk management workplan focuses on:

- Improving communication with employees about risk management processes
- Enabling a more positive risk culture, via investigating ways to improve concern escalation
- Reviewing documentation about insurance responsibilities, to ensure clear accountability
- Strengthening the use of data to establish performance of risk controls.

In 2026, we introduced new governance, risk and compliance software to replace manual processes and support interconnected risk management, control management, implementation of treatments and reporting.

5.6 Sustainability and environmental performance

QEC recognises the link between the wellbeing of Victorian children and the health of our environment. Climate change is a significant threat to public health – we are committed to embedding sustainability by minimising our environmental impact.

Our approach is aligned to Victorian Government's commitment to improve the environmental sustainability of the health system. 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.

Our key metrics are presented below.

Energy	2026	2025	2024	2023
Total Energy Consumption (MWh)	384	298	332	251

QEC only utilises natural gas for cooking. QEC has seen a significant reduction in gas usage since the redevelopment works at our main site.

Consumption and emissions	2026	2025	2024	2023
Total Consumption (MJ)	7,942	7,375	2,621	155,958
Greenhouse Gas Emissions (Tonnes)	0.5	0.4	0.2	9.4

QEC operates a fleet of 31 passenger vehicles which are essential for the provision of services to Victorian families.

Transportation	2026	2025	2024	2023
Petrol	1	14	15	15
Hybrid	30	15	14	14
Total Passenger Vehicles	31	29	29	29

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

Energy	2026	2025	2024	2023
Total energy usage from fuels (stationary) (MJ)	7,941	7,375	2,621	155,958
Total energy use from electricity (MJ)	1,381,304	1,071,554	1,196,243	903,742
Total energy from non-renewable sources (MJ)	1,389,246	1,071,554	1,198,864	1,059,700
Units of energy used normalised by FTE	13,106	9,342	11,159	10,863

Our water usage has increased slightly due to an increase in service activity.

Water	2026	2025	2024	2023
Total water consumption (kilolitres)	1,454	1,332	1,365	1,643
Units of metered water consumed normalised by FTE	13.7	11.6	12.7	16.8

Waste and recycling metrics remain stable.

Waste and recycling	2026	2025	2024	2023
Total waste generated (Kg)	19,796	17,660	21,551	31,353
Total waste to landfill (Kg)	10,380	8,393	14,450	18,776
Total units of waste disposed of normalised by FTE	186	154	201	321
Recycling rate	48%	52%	33%	40%



5.7 Financial information

A summary of QEC's financial information is provided below.

	2026 $'000	2025 $'000	2024 $'000	2023 $'000
Operating result				
Total revenue	19,690	17,806	20,762	19,060
Total expenses	(19,036)	(19,367)	(17,486)	(16,530)
Net result from transactions	**654**	**(1,561)**	**3,276**	**2,530**
Total other economic flows	68	526	722	263
Net result	**722**	**(1,035)**	**3,998**	**2,793**
Total assets	32,834	31,780	33,006	28,490
Total liabilities	4,781	4,449	4,639	3,541
Net assets/Total equity	**28,053**	**27,331**	**28,367**	**24,949**

QEC did not administer any grants, transfer payments or commercial-in-confidence grants in 2025-2026.

Consultancies

Details of consultancies (valued at under $10,000)

In 2025-2026, there were 18 consultancies where the total fees payable to the consultants were less than $10,000. The total expenditure incurred during 2025-2026 in relation to these consultancies is $62,000 (excl. GST).

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

In 2025-2026 there were 12 consultancies where the total fees payable to the consultants were $10,000 or greater. The total expenditure incurred during 2025-2026 in relation to these consultancies is $818,000 (excl. GST). Details of these consultancies are available below.

Consultancy Expenditure

Consultant	Purpose of consultancy	Start date	End date	Total approved project fee (excl GST) $'000	Expenditure 2025-2026 (excl GST) $'000	Future expenditure (excl GST) $'000
Whanau Tahi Limited	Project Delivery	2023	2026	761	282	63
Setup4 Pty Ltd	ICT Consultant	2022	ongoing	149	149	ongoing
Twofold	Amalgamation Consultant	2025	2026	107	107	ongoing
First Peoples' Health and Wellbeing	Research Consultant	2025	2026	60	60	nil
RSM Australia Pty Ltd	Amalgamation Consultant	2025	2026	55	55	nil
Ross Bird Photography Pty Ltd	Art Consultant	2025	2026	28	28	nil
Workwell Consulting	Research Consultant	2025	2026	24	24	nil
Redbridge Group	Research Consultant	2025	2026	23	23	nil
Midnightsky Pty Ltd	Amalgamation Consultant	2025	2026	21	21	nil
Hass Development Management Pty Ltd	Construction Consultant	2025	2026	19	19	ongoing
Bright Labs Pty Ltd	Process Consultant	2025	2026	14	14	nil
Monash University	Research Consultant	2025	2026	36	36	ongoing

5.8 Social procurement

QEC's social procurement strategy describes our ethos of supporting aboriginal and social enterprises. This will remain a focus into the future as we seek to incorporate additional social enterprises into our procurement spend.

Our key priorities for social procurement include:

- Increased opportunities for Victorian Aboriginal people
- Increased opportunities for disadvantaged Victorians
- Sustainable Victorian social enterprises and Aboriginal business sectors.

Our approach supports QEC's strategic plan and Victorian Government priorities.

5.9 Technology

QEC's ICT strategy and workplan seek to:

- Align technology with our vision and purpose
- Enhance our operational efficiency, and
- Ensure compliance with regulatory standards.

The strategy is designed around the following guiding principles:

- Operational excellence (in support of our vision)
- Customer experience (staff and families)
- Compliance excellence (secure and safe).

Key investments and achievements in 2025-2026 include:

- New and upgraded software systems to business development:
  - Asset Management Software
  - Risk and Compliance Software
  - Human Resources Information System
  - Client Information Management Software.
- Essential 8 improvements:
  - Application Control: Upgrading Mail Filtering System
- Infrastructure Expansion:
  - Purchase, installation and operation if ICT equipment at new Baabak Hastings site.

ICT Expenditure

Expenditure type	Total $'000	Business as usual $'000	Non-business as usual $'000
Operational Expenditure	1,767	1,540	227
Capital Expenditure	293	123	170

5.10 Client information Management system

QEC's new Client Information Management System was rolled out in late 2025. The new system was developed and implemented within budget and provides a range of benefits, including:

- 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 final component – a family portal to support autonomy and efficiency for families – will be implemented in late 2026.

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, First Nations and other community leaders are critical to our care being culturally safe, relevant, accessible, and of the highest quality.

Our work is strongly supported by strong relationships with our 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.

> "I cannot recommend QEC enough. Every parent with a child that struggles with sleep needs to speak with the expert staff, as I'm sure they'll have a solution for you. My little one made amazing progress in 5 days and we're no longer confined to the rocking chair multiple times a day. The playroom and opportunities to interact with other little ones proved to make every day socially engaging and rewarding. Thanks to the QEC team, it was a blast!"

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:

- Anglicare Victoria
- Australasian Association of Parent and Child Health
- Barwon Health
- Bayside Health – Peninsula Health



- Bendigo Health
- Centre for Excellence in Child and Family Welfare
- First Nations Health and Wellbeing
- Grampians Health
- Karitane ForWhen
- MacKillop Family Services
- Mercy Health
- Monash Health
- Monash University, Health & Social Care Unit
- Mornington Peninsula Shire Maternal and Child Health
- Royal Women's Hospital Cornelia House
- Ramahyuck District Aboriginal Corporation
- Tweddle Child and Family Health Service
- Victorian Aboriginal Child Care Agency
- Victorian Aboriginal Community Controlled Health Organisation
- Victorian Council of Social Services
- Victorian Healthcare Association

QEC Impact Champions 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

Financial Management Compliance Attestation Statement

I, Nicki Batagol, 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.



Nicki Batagol
Responsible Officer
The Queen Elizabeth Centre
29 September 2026

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 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
29 September 2026

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,
Chief Executive Officer
The Queen Elizabeth Centre
29 September 2026

Compliance with Health Share Victoria (HSV) Purchasing Policies

I, Sue White, on behalf of The Queen Elizabeth Centre, certify that The Queen Elizabeth Centre is fully compliant with respect to the HSV Purchasing Policies as required by the Health Services Act 1988 (Vic). The Queen Elizabeth Centre has implemented appropriate internal controls, which have been critically reviewed throughout the year.

In 2025-2026, QEC Health activated Emergency Procurement on nil occasions. In 2025-2026, QEC received nil formal complaints through our procurement complaints management.



Sue White
Accountable Officer
The Queen Elizabeth Centre
29 September 2026

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
29 September 2026

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. QEC has taken all practical measures to comply with its obligations under the Carers Recognition Act 2012.

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 2025-2026, QEC received nil FOI applications. Nil requests were subject to a complaint or internal review by Office of the Victorian Information Commissioner and nil 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
- 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.

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 is 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

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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.

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Financial Statements

How this report is structured

The Queen Elizabeth Centre (QEC) presents its audited Tier 2 general-purpose financial statements for the financial year ended 30 June 2026 in the following structure to provide users with information about QEC's stewardship of the resources entrusted to it.

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Board Declaration

The Queen Elizabeth Centre

Financial Statements
Financial Year ended 30 June 2026

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 2026 and the financial position of The Queen Elizabeth Centre at 30 June 2026.

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 29 September 2026.

Nicki Batagol Board Chair	Sue White Chief Executive Officer	Sonia Guo Interim Director of Finance
Noble Park 29 September 2026	Noble Park 29 September 2026	Noble Park 29 September 2026

Auditor's Report

Independent Auditor's Report

Victorian Auditor-General's Office

To the Board of The Queen Elizabeth Centre

Opinion	I have audited the financial report of The Queen Elizabeth Centre (the health service) which comprises the: • balance sheet as at 30 June 2026 • comprehensive operating statement for the year then ended • statement of changes in equity for the year then ended • cash flow statement for the year then ended • notes to the financial statements, including material accounting policy information • board member's, accountable officer's and chief finance & accounting officer's declaration. In my opinion the financial report presents fairly, in all material respects, the financial position of the health service as at 30 June 2026 and their financial performance and cash flows for the year then ended in accordance with the financial reporting requirements of Part 7 of the *Financial Management Act 1994* and Australian Accounting Standards – Simplified Disclosures.
Basis for Opinion	I have conducted my audit in accordance with the *Audit Act 1994* which incorporates the Australian Auditing Standards. I further describe my responsibilities under that Act and those standards in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. My independence is established by the *Constitution Act 1975.* 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 *Code of Ethics for Professional Accountants (including Independence Standards)* (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. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.
Board's responsibilities for the financial report	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 *Financial Management Act 1994*, and for such internal control as the Board determines is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error. 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.

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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
30 September 2026

Simone Bohan
as delegate for the Auditor-General of Victoria

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The Queen Elizabeth Centre

Comprehensive Operating Statement

For the Financial Year ended 30 June 2026

	Note	2026 $'000	2025 $'000
Revenue and Income from Transactions			
Government Grants	2.1(a)	17,538	15,749
Revenue from contracts with customers	2.1(b)	1,125	1,290
Other sources of income	2.1(c)	1,027	767
Total Revenue and Income from Transactions		**19,690**	**17,806**
Expenses from Transactions			
Employee Expenses	3.1(a)	(14,091)	(14,672)
Supplies and Consumables	3.1(c)	(44)	(41)
Depreciation and Amortisation	4.1(a),4.1(b)	(937)	(875)
Other Operating and Administrative Expenses	3.1(d)	(3,964)	(3,779)
Total Expenses from Transactions		**(19,036)**	**(19,367)**
Net Result from Transactions – Net Operating Balance		**654**	**(1,561)**
Other Economic Flows included in Net Result			
Net Gain on Sale of Non-Financial Assets		187	77
Net (Loss)/Gain on Financial Instruments		(119)	449
Other Gain from Other Economic Flows		-	-
Total Other Economic Flows included in Net Result		**68**	**526**
NET RESULT		**722**	**(1,035)**
Other Economic Flows – Other Comprehensive Income			
Items that will not be reclassified to Net Result			
Changes in Property, Plant and Equipment Revaluation Surplus		-	-
Total Other Comprehensive Income		-	-
COMPREHENSIVE RESULT		**722**	**(1,035)**

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

The Queen Elizabeth Centre

Balance sheet

As at 30 June 2026

	Note	2026 $'000	2025 $'000
Financial Assets			
Cash and Cash Equivalents	6.2	2,591	897
Receivables	5.1	1,967	1,564
Investments and Other Financial Assets	5.2	7,391	8,801
Total Financial Assets		**11,949**	**11,262**
Non-Financial Assets			
Prepayments		262	223
Property, Plant and Equipment	4.1	20,623	20,295
Total Non-Financial Assets		**20,885**	**20,518**
TOTAL ASSETS		**32,834**	**31,780**
Liabilities			
Payables	5.3	786	945
Contract Liabilities	5.4	18	49
Borrowings	6.1	1,228	904
Employee Benefits	3.1(b)	2,749	2,551
TOTAL LIABILITIES		**4,781**	**4,449**
NET ASSETS		**28,053**	**27,331**
EQUITY			
Property, Plant and Equipment Revaluation Surplus		9,043	9,043
Contributed Capital	SCE	4,894	4,894
Accumulated Surplus	SCE	14,116	13,394
TOTAL EQUITY		**28,053**	**27,331**

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 2026

	Note	2026 $'000	2025 $'000
Cash Flows from Operating Activities			
Operating Grants from State Government		16,962	15,487
Capital Grants from State Government		607	47
Donations and Bequests Received		5	2
GST Received from ATO		110	-
Interest and Investment Income Received		128	133
Other Receipts Received		867	1,380
Total Receipts		**18,679**	**17,049**
Payments to Employees		(14,264)	(14,763)
Payments for Supplies and Other Expenses		(3,713)	(3,716)
Payments for Repairs and Maintenance		(301)	(270)
GST Paid to ATO		-	(20)
Finance Cost		(62)	(47)
Total Payments		**(18,340)**	**(18,816)**
Net Cash Flows from/(used in) Operating Activities		**339**	**(1,767)**
Cash Flows from Investing Activities			
Proceeds from Sale of Non-Financial Assets		187	78
Proceeds from Sale of Financial Assets		2,109	5
Purchase of Non-Financial Assets		(585)	(500)
Net Cash Flows from/(used in) Investing Activities		**1,711**	**(417)**
Cash Flows from Financing Activities			
Repayment of Borrowings		(356)	(287)
Net Cash Flows from/(used in) Financing Activities		**(356)**	**(287)**
Net Increase/(Decrease) in Cash and Cash Equivalents Held		**1,694**	**(2,471)**
Cash and Cash Equivalents at Beginning of Year		**897**	**3,368**
Cash and Cash Equivalents at End of Year	6.2	**2,591**	**897**

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 2026

	Property, Plant and Equipment Revaluation Surplus $'000	Contributed Capital $'000	Accumulated Surplus $'000	Total $'000
Balance at 1 July 2024	**9,043**	**4,894**	**14,429**	**28,366**
Other Comprehensive Income	-	-	-	-
Net result for the year	-	-	(1,035)	(1,035)
Balance at 30 June 2025	**9,043**	**4,894**	**13,394**	**27,331**
Other Comprehensive Income	-	-	-	-
Net result for the year	-	-	722	722
Balance at 30 June 2026	**9,043**	**4,894**	**14,116**	**28,053**

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 2026

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 2026.

QEC is a not-for-profit entity established as a public agency in 1986 under the Health Services Act 1988 (Vic). A description of the nature of its operations and 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).*

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 16 September 2026

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

Note 1.4 Economic dependency

The financial statements have been prepared on a going concern basis. The Queen Elizabeth Centre (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, together with Commonwealth funding through the National Health Reform Agreement.

In June 2026, QEC and Tweddle Child and Family Health Service entered into an agreement to voluntarily amalgamate. On 11 September 2026, the Minister for Health approved the amalgamation, effective from 1 April 2027. On 24 September 2026, an Order of the Governor in Council giving effect to the amalgamation was published in the Victorian Government Gazette. From the effective date, the amalgamated public health service will operate as Kinhaven.

QEC will continue to operate and receive government funding until the effective date of the amalgamation. Thereafter, QEC's functions and essential services will continue through Kinhaven, with the relevant assets and liabilities transferring to or being assumed by Kinhaven within the Victorian General Government Sector.

Accordingly, QEC's assets and liabilities are expected to be realised and settled through the continuing public health service arrangements. On this basis, the Board has concluded that the going concern basis of preparation remains appropriate and that the amalgamation does not give rise to a material uncertainty related to going concern.

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	2026 $'000	2025 $'000
Government Grants	2.1(a)	17,538	15,749
Revenue from contracts with customers	2.1(b)	1,125	1,290
Other Sources of Income	2.1(c)	1,027	767
Total Revenue and income from transactions		**19,690**	**17,806**

Note 2.1(a) Government Grants

Government Grants	**Note**	**2026 $'000**	**2025 $'000**
Government grants (State) – Operating		16,888	15,467
Government grants (State) – Capital		650	282
Total Government grants		**17,538**	**15,749**

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:

Government grant	Performance obligation
Day Stay	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.
Residential	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.
Parenting Plus	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.
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/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.
Individual Child and Family Support Services	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.
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. 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.
Family Preservation and Reunification response	6 month program consisting of 240 hours from QEC caseworkers, focusing on intensive service delivery for families involved with child protection.

Note 2.1(b) Revenue from contracts with customers

Revenue from contracts with customers	Note	2026 $'000	2025 $'000
Income from Contract with Customers		1,125	1,290
Total Revenue from contracts with customers		**1,125**	**1,290**

Note 2.1(c) Other sources of income

	Note	2026 $'000	2025 $'000
Other sources of income			
Other Interest		128	133
Other Income from Investment		817	513
Assets received free of charge or for nominal consideration		82	121
Total Other sources of income		**1,027**	**767**
Total Revenue and Income from Transactions	2.1(a),2.1(b),2.1(c)	**19,690**	**17,806**

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 or 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.

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.
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	2026 $'000	2025 $'000
Employee expenses	3.1(a)	14,091	14,672
Supplies and consumables	3.1(c)	44	41
Other operating expenses	3.1(d)	3,964	3,779
Total expenses incurred in the delivery of services		**18,099**	**18,492**

Note 3.1(a) Employee expenses

	Note	2026 $'000	2025 $'000
Salaries and Wages		12,318	12,978
Superannuation		1,470	1,412
Agency Expenses		29	39
Workcover Premium		274	243
Total Employee Expenses		**14,091**	**14,672**

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.

Note 3.1(b) Employee-related provisions

	Note	2026 $'000	2025 $'000
Current Provision for Employee Benefits			
Annual leave		832	801
Long Service Leave		871	846
Other Leave		84	93
Provisions related to On-Costs		371	357
Total Current Provision of Employee Benefits		**2,158**	**2,098**
Non-Current Provision for Employee Benefits			
Long Service Leave		518	397
Provision for On-Costs		73	56
		591	**453**
Total Provision of Employee Benefits		**2,749**	**2,551**

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. The on-costs provision is immaterial in 2026.

Note 3.1(c) Supplies and Consumables

	Note	2026 $'000	2025 $'000
Supplies and Consumables			
Other Supplies and Consumables		44	41
Total Supplies and Consumables		**44**	41

How we recognise supplies and consumables

Supplies and consumable costs are recognised as an expense in the reporting period in which they are incurred.

Note 3.1(d) Other Operating and Administrative Expenses

	Note	2026 $'000	2025 $'000
Other operating expenses			
Fuel, Light, Power and Water		116	72
Repairs and Maintenance		251	233
Expenditure for Equipment <$1000		145	154
Finance Costs		62	47
		574	**506**
Other Administrative Expenses			
Catering, Cleaning		697	784
IT, Equipment Rental		977	820
Staff Development		197	231
Legal and Professional Fees		989	836
Other Expenses		530	602
		3,390	**3,273**
Total Other Operating and Administrative Expenses		**3,964**	**3,779**

How we recognise other operating and administrative expenses

Expense recognition

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

Other Operating and Administrative Expenses

Other Operating and Administrative Expenses generally represent the day-to-day running costs incurred in normal operations.

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.

Significant judgement – Fair value measurement

Where the assets included in this section are carried at fair value, additional information is disclosed in Note 7.3 in connection with how those fair values were determined.

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	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Land at Fair Value – Freehold	6,288	6,288	-	-	6,288	6,288
Buildings at Fair Value	12,947	12,938	(678)	(332)	12,269	12,606
Plant and Equipment at Fair Value	274	208	(169)	(149)	105	59
Motor Vehicles at Fair Value	-	304	-	(304)	-	-
Computer and Communication Equipment at Fair Value	1,560	1,267	(1,107)	(948)	453	319
Furniture and Fittings at Fair Value	521	304	(200)	(141)	321	163
Cultural Assets at Fair Value	5	5	-	-	5	5
Leasehold Improvements at Cost	11	11	(11)	(9)	-	2
Total Property, plant and equipment	**21,606**	**21,325**	**(2,165)**	**(1,883)**	**19,441**	**19,442**

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
Balance at 01 July 2025	4.1	**6,288**	**12,606**	**2**	**59**	**-**	**319**	**163**	**5**	**-**	**19,442**
Additions			9		66		293	217			586
Disposals						(304)					(304)
Accumulated depreciation – disposals						304					304
Depreciation		-	(346)	(2)	(20)	-	(160)	(59)	-	-	(587)
Balance at 30 June 2026	4.1	**6,288**	**12,269**	**-**	**105**	**-**	**453**	**321**	**5**	**-**	**19,441**

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, an 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 earlier of the interim revaluation or 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	
	2026 $'000	2025 $'000	2026 $'000	2025 $'000	2026 $'000	2025 $'000
Buildings	1,432	1,356	(1,116)	(903)	316	453
Equipment and Motor Vehicles	1,075	517	(209)	(117)	866	400
TOTAL RIGHT OF USE ASSETS	**2,507**	**1,873**	**(1,325)**	**(1,020)**	**1,182**	**853**

Reconciliations of carrying amount by class of asset

	Note	Buildings $'000	Plant, Equipment, Motor Vehicles $'000	Total $'000
Balance at 1 July 2025 (1)		**453**	**400**	**853**
Additions		75	604	679
Depreciation		(213)	(137)	(350)
Balance at 30 June 2026		**316**	**867**	**1,182**

(1) As a result of a change in FRD 104 Leases effective for reporting periods from 30 June 2026, right-of-use assets are measured at cost for reporting period 2026. The comparative information for reporting period 2025 is not restated and is reported at the previously determined fair value.

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 cost less accumulated depreciation, impairment and any adjustments for remeasurement of the lease liability.

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.

QEC has assessed all right-of-use assets for impairment, and no indicators of impairment are identified as at 30 June 2026.

Note 4.1(d): Under Market Value RoU

QEC holds lease arrangements which contain significantly below-market terms and conditions, which are principally to enable the health service to further its objectives. These are commonly referred to as concessionary lease arrangements. QEC measures its concessionary lease arrangements at cost, both initially and subsequently.

Description of leased asset	Our dependence on lease	Nature and terms of lease
Early Parenting Centre located at 185 High Street, Hastings, VIC 3915	The leased facility is used for the early parenting services. QEC's dependence on this lease is considered low. The premises is purpose designed for an early parenting centre and QEC received funding from the state government to provide services from the premises.	Lease payments of $1 are required per annum. The lease term is to 26 September 2049. Restrictions placed on the use of the asset include the operation of an Early Parenting Centre.

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.

Useful lives of non-current assets

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

	2026	2025
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 Investments and other financial assets

5.3 Payables

5.4 Contract liabilities

Note 5.1: Receivables

	Note	2026 $'000	2025 $'000
Current Receivables			
Contractual			
Trade Receivables		323	127
Accrued Revenue		88	166
Total Contractual Receivables		**411**	**293**
Statutory			
GST Receivable		114	110
Total Statutory Receivables		**114**	**110**
TOTAL CURRENT RECEIVABLES		**525**	**403**
Non-Current Receivables			
Contractual			
Long Service Leave – Department of Health		1,442	1,161
Total Contractual Receivables		**1,442**	**1,161**
TOTAL NON-CURRENT RECEIVABLES		**1,442**	**1,161**
TOTAL RECEIVABLES		**1,967**	**1,564**
Total Receivables		1,967	1,564
GST Receivable		(114)	(110)
Total Financial Assets [(i)]	7.1 (a)	**1,853**	**1,454**

(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,** including 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: Investments and Other Financial Assets

	2026 $'000	2025 $'000
NON-CURRENT		
Current Financial Assets at Fair Value Through Net Result		
Managed Investment Schemes	7,391	8,801
Total Non-Current Financial Assets	**7,391**	**8,801**
Total Investments and Other Financial Assets	**7,391**	**8,801**
Represented by:		
Investments	**7,391**	**8,801**
Total Investments and Other Financial Assets	**7,391**	**8,801**

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 5.3: Payables

	Note	2026 $'000	2025 $'000
Current Payables			
Contractual			
Trade Creditors		168	101
Accrued Salaries and Wages		377	379
Accrued Expenses		189	265
Other		20	9
Total Contractual Payables		**754**	**754**
Statutory			
Superannuation Payable		-	116
Total Statutory Payables		**-**	**116**
TOTAL CURRENT PAYABLES		**754**	**870**
Non-Current Payables			
Contractual			
Deferred Capital Grant Income	5.3(a)	32	75
Total Contractual Payables		**32**	**75**
TOTAL NON-CURRENT PAYABLES		**32**	**75**
TOTAL PAYABLES[(i)]		**786**	**945**
(i) Financial liabilities classified as payables and contract liabilities (Note 7.1 (a))			
Total Payables		786	945
Deferred Grant Income		(32)	(75)
Statutory Payables		-	(116)
Total Financial Liabilities Classified as Payables[(i)]	7.1(a)	**754**	**754**

How we recognise payables

Payables consist of:

- **Contractual payables**, 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 5.3(a): Movement in deferred capital grant income

	2026 $'000	2025 $'000
Opening Balance of Deferred Capital Grant Income	75	75
Grant consideration for capital works utilised during the year	(43)	-
Closing Balance of Deferred Capital Grant Income	**32**	**75**

How we recognise deferred capital grant income

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.

Note 5.4: Contract Liabilities

	Note	2026 $'000	2025 $'000
Opening Balance of Contract Liabilities		49	145
Payments received for performance obligations not yet fulfilled		1,094	1,194
Revenue recognised for the completion of a performance obligation	2.1(b)	(1,125)	(1,290)
Total Contract Liabilities		**18**	**49**

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 (e.g. 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	2026 $'000	2025 $'000
Current Borrowings			
Lease liability [(i)]	6.1(a)	516	295
Total Current Borrowings		**516**	**295**
Non-Current Borrowings			
Lease liability [(i)]	6.1(a)	712	609
Total Non-Current Borrowings		**712**	**609**
TOTAL BORROWINGS		**1,228**	**904**

(i) Secured by the assets leased.

How we recognise borrowings

Borrowings refer to interest-bearing liabilities arising from funds raised through lease liabilities.

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:

	2026 $'000	2025 $'000
Current lease liabilities		
Lease liability	516	295
Total current lease liabilities	**516**	**295**
Non-current lease liabilities		
Lease liability	712	609
Total non-current lease liabilities	**712**	**609**
Total lease liabilities	**1,228**	**904**

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

	2026 $'000	2025 $'000
Not longer than one year	531	295
Longer than one year but not longer than five years	744	684
Minimum future lease liability	**1,275**	**979**
Less unexpired finance expenses	(47)	(75)
Present value of lease liability	**1,228**	**904**

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	1 to 8 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). QEC has elected to apply the practical expedients for 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 3.1(d).

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 2.45% to 6.13%.

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.

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 holds lease arrangements which contain significantly below-market terms and conditions, which are principally to enable the health service to further its objectives. Refer to Note 4.1(d).

Terms and conditions

					Maturity Dates				
30 June 2026	**Note**	**Weighted average interest rate (%)**	**Carrying Amount $'000**	**Nominal Amount $'000**	**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%	1,228	1,228	43	129	344	712	-
Total Financial Liabilities			**1,228**	**1,228**	**43**	**129**	**344**	**712**	**-**

					Maturity Dates				
30 June 2025	**Note**	**Weighted average interest rate (%)**	**Carrying Amount $'000**	**Nominal Amount $'000**	**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	-
Total Financial Liabilities			**904**	**904**	**25**	**74**	**197**	**609**	**-**

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	2	3
Cash at Bank	2,589	894
TOTAL CASH AND CASH EQUIVALENTS	**2,591**	**897**

Note 6.3: Commitments for Expenditure

QEC does not have any commitments for expenditure as of 30 June 26 (30 June 2025: Nil).

Note 7: Financial instruments, contingencies and valuation judgements

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 the health service 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 2026	Note	Carrying amount $'000	Net gain/ (loss) $'000	Total interest income/ (expense) $'000	Fee income/ (expense) $'000	Impairment loss $'000
Financial assets at amortised cost						
Cash and Cash Equivalents	6.2	2,591	-	128	-	-
Receivables	5.1	1,853	-	-	-	-
Financial assets at fair value through profit or loss						
Investments and Other Financial Assets	5.2	7,391	(119)	817	-	-
Total Financial Assets [i]		**11,835**	**(119)**	**945**	-	-
Financial liabilities at amortised cost						
Payables	5.3	754	-	-	-	-
Borrowings	6.1	1,228		-	-	-
Total Financial Liabilities [i]		**1,982**	-	-	-	-

30 June 2025	Note	Carrying amount $'000	Net gain/ (loss) $'000	Total interest income/ (expense) $'000	Fee income/ (expense) $'000	Impairment loss $'000
Financial assets at amortised cost						
Cash and Cash Equivalents	6.2	897	-	133	-	-
Receivables	5.1	1,454	-	-	-	-
Financial assets at fair value through profit or loss						
Investments and Other Financial Assets	5.2	8,801	449	513		-
Total Financial Assets [i]		**11,152**	**449**	**646**	-	-
Financial liabilities at amortised cost						
Payables	5.3	754	-	-	-	-
Borrowings	6.1	904		-	-	-
Total Financial Liabilities [i]		**1,658**	-	-	-	-

i 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

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 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 2026 or 30 June 2025.

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
- Property, plant and equipment, with the exception of right-of-use assets arising under AASB 16, which are measured using the cost model

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 2022-10 *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 2026 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 Freehold 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 Freehold 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

8.7 Australian Accounting Standards issued that are not yet effective

Note 8.1. Ex gratia Expenses

There were no ex gratia payments made by QEC to 30 June 2026 or 30 June 2025.

Note 8.2: Responsible Persons Disclosures

In accordance with the Ministerial Directions issued by the Minister for Finance 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	
Minister for Health	1 July 2025 to 15 April 2026
Minister for Ambulance Services	1 July 2025 to 15 April 2026
Hon Harriet Shing MP	
Minister for Health	15 April 2026 to 30 June 2026
Minister for Ambulance Services	15 April 2026 to 30 June 2026
Minister for Water	15 April 2026 to 30 June 2026
The Hon Melissa Horne MP	
Minster for Health Infrastructure	1 July 2025 to 30 June 2026
The Hon Ingrid Stitt MP	
Minister for Mental Health	1 July 2025 to 30 June 2026
Minister for Ageing	1 July 2025 to 30 June 2026
The Hon Lizzie Blandthorn MP	
Minister for Disability	1 July 2025 to 30 June 2026
Minister for Children	1 July 2025 to 30 June 2026

Governing Boards	
Ms Sandra Bell (Chair of the Board)	1 July 2025 to 3 December 2025
Ms Sandra Bell	4 Dec 2025 to 30 June 2026
Ms Nicki Batagol (Chair of the Board)	4 Dec 2025 to 30 June 2026
Ms Nicki Batagol	1 July 2025 to 3 December 2025
Professor Julie Green	1 July 2025 to 30 June 2026
Dr Henryk Majewski	1 July 2025 to 30 June 2026
Ms Marilyne Crestias	1 July 2025 to 30 June 2026
Ms Draga Jevtic	1 July 2025 to 30 June 2026
Ms Janine Wilson	1 July 2025 to 30 June 2026
Ms Nicole Barwick	1 July 2025 to 30 June 2026
Ms Annamaria Martiniello	1 July 2025 to 30 June 2026
Ms Rachel (Kim) Shaw	1 July 2025 to 30 June 2026
Accountable Officers	
Ms Sue White (Chief Executive Officer)	1 July 2025 to 30 June 2026

Remuneration of Responsible Persons

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

Income Band	**2026 No.**	**2025 No.**
$1 – $9,999	10	8
$210,000 – $219,999	1	1
Total Numbers	**11**	**9**
	$'000	**$'000**
Total remuneration received or due and receivable by Responsible Persons from the reporting entity amounted to:	**274**	**245**

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 QEC's actual executive remuneration movements.

	Total Remuneration	
Remuneration of Executive Officers (Including Key Management Personnel Disclosed in Note 8.2)	**2026 $'000**	**2025 $'000**
Total Remuneration [i]	941	1,024
Total Number of Executives	5	5
Total Annualised Employee Equivalent [ii]	4.8	4.8

i 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.

ii 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 government related entities of $17.6m (2025: $15.9m). and indirect contributions of $355k (2025:$376k). Balances outstanding as at 30 June 2026 are $1.442m (2025: $1.161m).

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 of the Minister for Finance require QEC to hold cash (in excess of working capital) in accordance with the State of Victoria's centralised banking arrangements. All borrowings are required to be sourced from Treasury Corporation Victoria unless an exemption has been approved by the Minister for Health 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 Nicki Batagol	Chair of the Board
The Queen Elizabeth Centre	Ms Sandra Bell	Board Member
The Queen Elizabeth Centre	Professor Julie Green	Board Member
The Queen Elizabeth Centre	Dr Henryk Majewski	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 Janine Wilson	Board Member
The Queen Elizabeth Centre	Ms Nicole Barwick	Board Member
The Queen Elizabeth Centre	Ms Annamaria Martiniello	Board Member
The Queen Elizabeth Centre	Ms Rachel (Kim) Shaw	Board Member
The Queen Elizabeth Centre	Ms Sue 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.

	2026 $'000	2025 $'000
Total Compensation – KMPs [i]	**307**	**276**

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 2026 (2025: none).

Except for the transaction listed below, there were no other related party transactions required to be disclosed for QEC Board of Directors in 2026 (2025: $5k).

Ms Sue White is the CEO of QEC and the President 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.

	2026 $'000	2025 $'000
Payment to Victorian Council of Social Service for membership	**8**	**5**

Note 8.5: Remuneration of Auditors

	2026 $'000	2025 $'000
Victorian Auditor-General's Office		
Audit of the Financial Statements	22	20
TOTAL REMUNERATION OF AUDITORS	**22**	**20**

Note 8.6: Events Occurring after the Balance Sheet Date

In June 2026, the Queen Elizabeth Centre (QEC) and Tweddle Child and Family Health Service entered into an agreement to voluntarily amalgamate and submitted the proposed amalgamation for approval.

On 11 September 2026, the Minister for Health approved the voluntary amalgamation under the Health Services Act 1988, effective from 1 April 2027. On 24 September 2026, an Order of the Governor in Council giving effect to the amalgamation was published in the Victorian Government Gazette. From the effective date, the amalgamated public health service will operate as Kinhaven.

The Ministerial approval and gazettal occurred after the reporting date and constitute material non-adjusting events. Accordingly, no adjustment has been made to the amounts recognised in these financial statements as at 30 June 2026.

QEC will continue to operate until the effective date. From 1 April 2027, QEC's continuing functions and essential services, together with its relevant assets and liabilities, will transfer to or be assumed by Kinhaven. As the assets and liabilities transferring will reflect QEC's operations through to the effective date and the implementation of the amalgamation arrangements, the financial effect cannot be reliably estimated at the date these financial statements were authorised for issue.

Note 8.7: Australian Accounting Standards issued that are not yet effective

The below Australian Accounting Standards have been issued that are not mandatory for the financial year ended 30 June 2026. QEC has assessed the impact of these standards on its financial statements.

Standard	Impact	Effective date
AASB 2014-10: Amendments to Australian Accounting Standards – Sale or Contribution of Assets between an Investor and its Associate or Joint Venture	Adoption of this standard is not expected to have a material impact	Reporting periods beginning on or after 1 July 2026.
AASB 2022-9: Amendments to Australian Accounting Standards – Insurance Contracts in the Public Sector	Adoption of this standard is not expected to have a material impact	Reporting periods beginning on or after 1 July 2026.
AASB 18: Presentation and Disclosure in Financial Statements	Adoption of this standard is not expected to have a material impact	Reporting periods beginning on or after 1 July 2026.





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