



Ordinary Meeting of Council

26 July 2017

**UNDER SEPARATE COVER
ATTACHMENTS**

**QUEANBEYAN-PALERANG REGIONAL COUNCIL
ORDINARY MEETING OF COUNCIL**

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.1 ABBEYFIELD BUNGENDORE PROJECT

ATTACHMENT 1 ABBEYFIELD BUNGENDORE'S LETTER OF REQUEST
INCLUDING PLAN OF HOUSING



Mr Peter Tegart
General Manager
Queanbeyan-Palerang Regional Council

By email: Peter.Tegart@qprc.nsw.gov.au

Dear Peter,

Thank you for your email regarding land for the building of an Abbeyfield House in Bungendore.

The Bungendore Branch of Abbeyfield Australia is grateful to Council for the consideration given to our project under the Stronger Communities Fund, and the significant funding awarded for this very worthwhile project.

As you pointed out, the SCF funding conditions included the identification and acquisition of a suitable site. We have provided the attached information to formally request that Council provide the land identified in Majara St Bungendore for the building of an Abbeyfield House.

The community benefit that this House will provide extends well beyond the prospective seniors/residents who have already expressed an interest. It is a large community project that will offer employment to surrounding communities during the development, ongoing employment opportunities for services, and will meet the preceding Council's aim to support elderly people to live in the local area.

Please feel free to contact me to discuss this on (b) 02 6230 3399, (m) 0429 303 399 or (e) anne.goonan@yless4u.com.au

Yours sincerely,

Anne Goonan
Committee Chair
Bungendore Branch

Bungendore Branch of Abbeyfield Australia
PO Box 237 Bungendore NSW 2621
ABBEYFIELD AUSTRALIA LIMITED ABN 91 005 954 905

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Stronger Communities Fund - SF160789/02 –

Re 4-6 Majara St. Lots 13 and 14, DP 1139067

The Land:

The Bungendore Abbeyfield committee is encouraged by Council's allocation of Stronger Communities Funding for the Abbeyfield Bungendore House project.

The acquisition of a suitable parcel of land has been the sticking point for the project to date. Acquisition of the Majara St blocks would progress it significantly, allowing us to commence planning for design and construction as soon as possible. This step also opens the way for us to seek further funding from an already identified range of sources including the Federal government.

However, the constraints of the Malbon St site for our planned residence made it clearly unsuitable for the project. After some research we identified an ideal location - Council's two small lots of vacant land situated between the Community Centre and the council offices in Majara St. We now seek Council's support in the gifting of these two Lots 13 and 14, DP 1139067, known as 4-6 Majara Street, Bungendore NSW. Being a registered charity, Abbeyfield Australia has been gifted similar parcels of land for their houses e.g. Narrabri, Orange, Wagga Wagga, the ACT and Victoria.

The blocks being requested are within easy walking distance to shops and services, including:

- Community Centre, which is the meeting place for the Senior Citizens and other craft groups, and
- walking distance to the Men's Shed which is also located on Majara Street
- the train line and bus services
- close to the primary school, which will encourage valuable interaction between the house residents and school children, linkages that have been shown to benefit both young and old.
- meeting our requirements without any remediation costs or disruptions.

This land would be ideal and readily accommodate an Abbeyfield House – a not for profit, non-denominational, financially sustainable house for seniors in Bungendore NSW. The house accommodates twelve to thirteen residents with a small flat for a housekeeper. Some background on Abbeyfield Australia and the model is included at the end of this document.

The proposed site is flanked on both sides by Council and community buildings, which then adjoin residential blocks on either side. The site zone is currently SP2 (Infrastructure). Rezoning it to residential would be in keeping with the mixture of residential and SP2 zones already there. We request the rezoning of Lots 13 and 14 DP 1139067 to a 'residential' zone to allow for the siting of the Bungendore Abbeyfield House.

The Building:

Our aim is that the project will, as much as possible, source input and involvement from the local community, while keeping a tight rein on costs. It is our view that the design could follow a similar plan to the attached design (used in Wagga Wagga) with options to better fit the site and blend with the locality, also taking account of climate. Abbeyfield Houses are generally comprised of around twelve to fourteen bedrooms each with their own ensuites and external access. Shared areas include dining, living and entertainment rooms and a laundry. The house accommodates around twelve residents, the occasional visitor and a part time housekeeper. Gardens can provide outdoor activities for interested seniors.

Typically a brick construction - from the street an Abbeyfield House is designed to look like a family home. As the residents tend not to have cars, the number of parking spaces is usually around four to five, to accommodate the housekeeper and any visitors as well as the occasional worker. An Abbeyfield House requires a full time housekeeper, who lives on-site in a flat large enough to accommodate any family if necessary.

Estimates are drawn from similar projects of Abbeyfield Australia. On that basis the Bungendore project build is estimated at \$2.6M, with a forty two week construction timeframe. Building cost is based on \$2400 /m2 (inc

Bungendore Branch of Abbeyfield Australia

GST) and any architectural costs at five per cent of building cost. It is anticipated that the House will be occupied within three years of allocation of the requested block. This takes into consideration the raising of additional funds, a detailed design phase, planning approval, and any tender processes for the project management and subsequent building of the house.

Community Benefit/Purpose:

The project will establish in Bungendore, a not for profit and non-denominational independent living house for seniors on low incomes, to enable them to stay in the communities they are familiar with. Currently there are no such options for this sector of the community. ABS (2011 census) figures show that over half of the unmarried older population in Bungendore are living alone.

Such isolation in later life has been shown to cause depression and other health issues. The community based lifestyle of the house overcomes isolation while still providing independence and their own space for residents. With shared living areas and a housekeeper to provide two meals daily during the week, each resident has their own room with ensuite and external access. This ensures better nutrition and a watchful eye on residents and their continued well-being. With the increasing age of the population and the pressure on the village, there is a clear need for the Abbeyfield House..

The Palerang Council Community Strategic Plan 2014-24 lists an indicator of success as "greater support for elderly people to live in the local area." A Bungendore Abbeyfield House will contribute significantly to this objective. Apart from providing valuable accommodation, the employment opportunities begin with the building of the House, and extend to services that will be required as the house is up and running. An Abbeyfield House employs a full time, live in Housekeeper who cooks the two main meals daily, and keeps a watchful eye on residents. In addition, four or five relief house keepers are employed on a casual basis for weekend work and to relieve the housekeeper during holiday periods.

Community benefit also includes additional employment that would be locally sourced for cleaning, gardening, maintenance when necessary, and any handyman jobs.

Abbeyfield Australia - Bungendore

Abbeyfield Australia is a registered community housing provider and not-for-profit charity with DGR status. The peak body oversees 26 Abbeyfield Societies across Australia. The national body ensures legal, regulatory, and fiduciary compliance, responsibility and best practice within Abbeyfield Australia as well as across all Abbeyfield societies.

Abbeyfield Bungendore - established late 2013 - aims to build a not for profit, affordable, non-denominational Abbeyfield House in Bungendore for 12-14 seniors/pensioners with the continued support and governance of the national body Abbeyfield Australia.

The project has been fundraising locally since 2013 and has raised over \$95,000 with the generous support of the local community and our NSW Government local representative. In addition, Bungendore Community Bank® Branch of Bendigo Bank has promised \$100,000. The Bungendore committee will commence seeking grants to complete the building of the house, once the land is allocated - having had to put this on hold as many funding sources exclude the purchase of land from their approved criteria.

An overview of the Abbeyfield House business model

A unique feature of the Abbeyfield model is that each Abbeyfield House is managed by a local Abbeyfield Association (an incorporated Association managed by a volunteer Committee of Management).

The local Association then manages all aspects of its local Abbeyfield House in accordance with the governance principles and procedures of Abbeyfield Australia, and in particular the comprehensive Abbeyfield House Management Manual. Each Local Society then uses its elected Committee of Management, community supporters and volunteers to address:

- compliance with obligations of its membership of National Regulatory System Community Housing (NRSCH)
- compliance with the respective jurisdiction's tenancy legislation
- compliance with food safety standards
- induction and ongoing liaison with residents
- employment of housekeeping staff
- consultation with residents (individually and via a residents' house meeting)
- financial management and reporting, asset management, and risk management.

Once constructed, an Abbeyfield House requires no ongoing government subsidy as operational costs are funded through affordable resident rent.

This business model:

- supports and encourages Abbeyfield House residents to remain engaged and independent within their local community
- ensures Abbeyfield remains focused on its key strength as a community housing provider whilst simultaneously collaborating with professional support agencies to ensure residents disability support needs are seamlessly met
- ensures nationally consistent quality outcomes whilst encouraging local control (as all Abbeyfield Houses operate under a national framework)
- is very cost effective because it maximizes the ongoing commitment and contribution of volunteers at the local level
- ensures the local community remains engaged with its Abbeyfield House which is emotionally 'owned' by the local community as a community asset.

Abbeyfield Australia Ltd governance

Bungendore Branch of Abbeyfield Australia

Abbeyfield Australia Ltd is a company limited by guarantee and nationally registered community housing provider. Abbeyfield Australia is governed by a Board of directors each elected in accordance with its Constitution and on a skills based approach.

The Abbeyfield Australia Board has established a series of standing and ad-hoc Committees, each of which operate within specific Terms of Reference set by the Board. Our Board Committees include:

- Executive Committee
- Finance and Audit Committee
- Governance Committee
- Communications Committee
- Abbeyfield House built form review committee (ad hoc committee)

Abbeyfield Australia is a part of the world wide Abbeyfield movement encompassing 18 countries as diverse as the United Kingdom, Canada, New Zealand and South Africa. The Abbeyfield concept began in 1955 in the United Kingdom and today more than 9000 people in 850 houses throughout the world live in Abbeyfield Houses.

Abbeyfield Australia is a Public Benevolent Institution with deductible gift recipient status and is a company limited by guarantee.

Abbeyfield Australia corporate office

Abbeyfield Australia Ltd operates a small corporate office in Fitzroy (an inner Melbourne suburb) and employs 1.51 staff comprising CEO, part-time Admin and Member Services Officer and a part-time Financial Controller.

Nationally the Abbeyfield family of incorporated Abbeyfield local societies collectively employ in excess of 180 staff.

Abbeyfield local society governance

The relationship between Abbeyfield Australia Ltd and the 27 individual Abbeyfield local societies nationally is framed by an Affiliation Agreement and a Management Agreement which exist between Abbeyfield Australia Ltd and every individual local society. Together these agreements:

- Effectively establish Abbeyfield Australia Ltd as the peak body and servant of its constituent affiliated Abbeyfield local societies
- Contractually obliges every affiliated Abbeyfield local society to act as Abbeyfield Australia's manager in operating their respective local Abbeyfield House and complying with the organisational policies and operating procedures promulgated by Abbeyfield Australia Ltd.
-

At the local society level, each Abbeyfield local society is a separately incorporated association constituted within the respective jurisdictions Association Incorporations Act. The local association operates in accordance with their respective state / territory law, and also complies with Abbeyfield Australia organisational policies and operating procedures, most notably the Abbeyfield House Management Manual.

A good example of an Abbeyfield House design follows on the next page.



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.1 ABBEYFIELD BUNGENDORE PROJECT

ATTACHMENT 2 LAND SPACE 4-6 MAJARA ST, BUNGENDORE



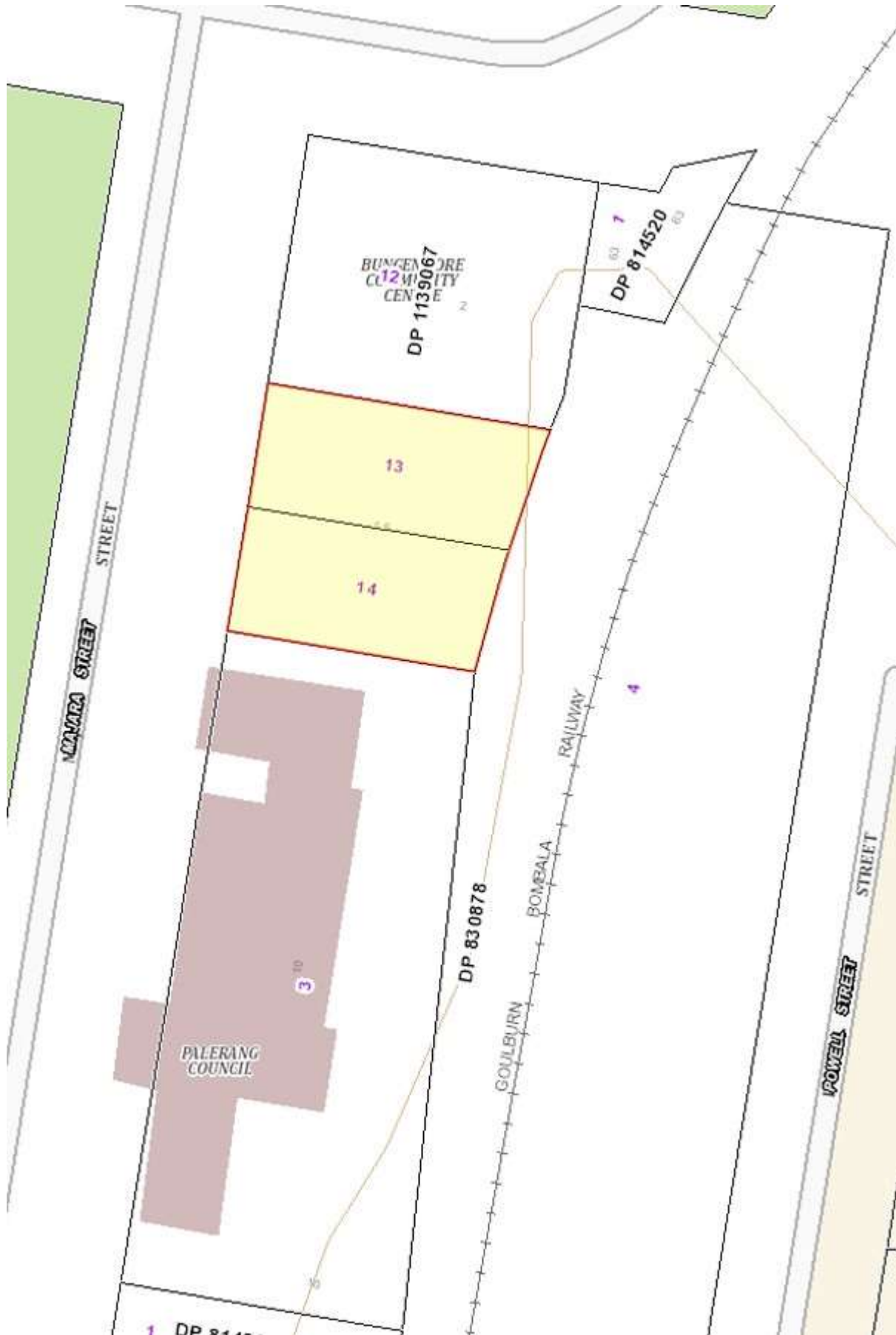
QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.1 ABBEYFIELD BUNGENDORE PROJECT

ATTACHMENT 3 PLAN OF BLOCKS 4-6 MAJARA ST, BUNGENDORE



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.4 STATUS OF STRONGER COMMUNITIES FUND PROJECTS

ATTACHMENT 1 STATUS REPORT STRONGER COMMUNITIES FUND
PROJECTS JULY 2017

Project stream/category or Funded organisation	Project name	Amount	% completion	Progress update
Queanbeyan Landcare Inc	Friends of Mt Jerrabomberra and Stringybark Ridge (FOMJASR) Bushcare Group	\$1,386.06	26-50%	Group will meet monthly from March to November each year and will be modelled on the successful ACT Parkcare groups.
Wamboin "Drop In" Activity Group - N.B. Project to be administered by Wamboin Community Association Inc	Wamboin "Drop In" Activity Group	\$2,000.00	76-100%	Scope of project and responsible authority have changed. Signed agreement returned and funding released; not yet fully expended. Publicity "cheque" already presented.
Karabar Preschool	Office Area Renovation	\$2,420.00	76-100%	Project is completed; awaiting acquittal.
Wamboin Community Association Inc. (WCA)	Littlish Libraries for Wamboin, Bywong and Sutton – A Little Free Library community book swap project	\$3,500.00	26-50%	Signed agreement returned and funding released. Project not yet complete.
Nerriga Progress and Sporting Association Inc	Painting and refurbishing of exterior and parts of interior of Nerriga Hall	\$5,410.00	76-100%	Project is completed; awaiting acquittal.
Royalla Country Fair Association Incorporated	Power to the Royalla Country Fair	\$8,500.00	76-100%	Project complete; awaiting acquittal
Braidwood Recreation Ground s.355 Committee	Furnishing the newly acquired Canteen and Club Room at Braidwood Recreation Grounds.	\$9,330.00	76-100%	Project almost complete; reduced prices for nominated items have meant other items may be purchased. Approval to be obtained from s.355 Committee in August.
Queanbeyan District Cricket Club	Queanbeyan Cricket Pavilion Clock	\$10,000.00	0-25%	Signed agreement returned, and funds have been released.
Majors Creek Festival Inc	Waste recovery and Landcare partnerships at a Public Event	\$11,637.00	0-25%	Signed agreement returned and funds have been released. Awaiting confirmation about purchasing composting toilets instead of purchasing a trailer with the funds.
Bungendore Preschool	Renovating our existing bathroom to provide a clean and safe environment.	\$13,517.73	76-100%	Project is completed; awaiting acquittal.

Project stream/category or Funded organisation	Project name	Amount	% completion	Progress update
Queanbeyan & District Preschool Association	Solar Gain	\$14,000.00		Signed agreement returned and funds have been released.
Queanbeyan District Cricket Club	Queanbeyan Cricket Pavilion Improvement Project	\$15,000.00		Signed agreement returned and funds have been released.
Valmar Support Services Ltd	Linking Community Service Provision for Sustainable Flexibility	\$17,500.00	0-25%	Signed agreement returned and funds have been released.
EveryMan Australia Inc	Regional Partnerships in Preventing Domestic and Family Violence	\$20,000.00	0-25%	Awaiting return of signed agreement.
Braidwood Men's Shed	Triple Garage	\$25,000.00	0-25%	The Men's Shed Treasurer has discussed a modification to the proposal with Council's planners, relating to type of shed to be erected and location of shed. Planning staff have indicated approval would be granted. Further quotes and an amended budget will be submitted by the Men's Shed to Council.
Bungendore War Memorial Hall	Replacement of windows and restoration of window surrounds, and repainting of the hall	\$25,000.00	51-75%	All windows except one have been replaced. Repainting the hall had to be delayed as several areas of brickwork and plaster needed fixing and replacing.
Queanbeyan Little Athletics Centre (QLAC)	Moving QLAC into the 21st century	\$25,000.00	0-25%	Awaiting further budgetary information to support application prior to agreement being signed and funds released.
Queanbeyan District Girl Guides	Queanbeyan Girl Guides Facility Upgrade	\$25,000.00	0-25%	Signed agreement returned and funds to be released.
Braidwood Urban Landcare Group (BULG)	Flood Creek Community Recreation Precinct	\$26,000.00	0-25%	Awaiting further budgetary information to support application prior to agreement being signed and funds released.

Project stream/category or Funded organisation	Project name	Amount	% completion	Progress update
Les Reardon Reserve s.355 Committee in conjunction with Bywong Community Assoc Inc Wamboin Community Association Inc. (WCA)	Safe facilities access for the Les Reardon Reserve	\$26,365.00	0-25%	Agreement has been signed and funds have been released.
	Enhancing the capability of the Wamboin Community Hall Complex through the purchase and installation of Audio Visual (AV) equipment.	\$30,000.00	76-100%	Equipment purchased and installed; one trial event already held; some further adjustments to be done. Acquittal can be completed in near future.
Queanbeyan Park Tennis Club Inc	Disability Access Project	\$32,162.25	0-25%	Awaiting further budgetary information to support application prior to agreement being signed and funds released.
Royalla Common s.355 Committee	Completion of Royalla Community Hall	\$32,168.00	0-25%	Agreement has been signed and funds have been released.
Campbell Street Children's Centre	Bathroom renovation & re-fencing of service outdoor playgrounds.	\$33,000.00	0-25%	Signed agreement returned and funds have been released.
Braidwood & District Historical Society	Museum Archival Storage Project	\$41,000.00	0-25%	Signed agreement returned and funds have been released.
Braidwood Regional Art Group (BRAG)	Enhancing community access and opportunity at the Braidwood Community Arts Centre.	\$46,150.00	0-25%	Work not related to the DA approval has commenced; awaiting for DA approval to commence other work.
Bungendore Showground Trust	Upgrading and rationalising the exhibition hall and undercover facilities	\$48,572.00	0-25%	Funds released 7 February 2017.
1st Bungendore Scout Group	Construction of a Scout & Community Hall in Bungendore	\$50,000.00	0-25%	The original building plans for the DA have been modified to reduce building costs; following meetings with QPRC planners, building plans modification will enable partial occupancy certificate to be provided at completion of Stage 1. Amended DA to be lodged end July 2017, construction to commence in September 2017 for completion by March 2018.

8.4 Status of Stronger Communities Fund Projects
 Attachment 1 - Status report Stronger Communities Fund projects July 2017 (Continued)

Project stream/category or Funded organisation	Project name	Amount	% completion	Progress update
Googong Residents Association	Googong Dog Park	\$50,000.00	0-25%	Agreement has been signed and funds have been released.
Monaro Panthers FC Incorporated	Community Football Support	\$50,000.00	0-25%	Funds released 7 February 2017.
Home in Queanbeyan	Extending Home - Giving Hope	\$50,000.00	0-25%	Signed agreement returned and funds have been released.
Queanbeyan Tigers Australian Football Club Inc	Upgrade of oval lighting at Allinsure Park (Margaret Donoghoe Sporting Complex) Queanbeyan	\$50,000.00	0-25%	Due to issues with the design currently not meeting Australian Standards, and obtaining other funding to complete the project, discussions are continuing between Council and the Queanbeyan Tigers about this project.
Queanbeyan and District Historical Museum Society Inc.	Queanbeyan Museum Rural Display Redevelopment: Conservation, Interpretation and Protection Works	\$50,000.00	0-25%	Signed agreement returned and funds have been released.
Braidwood National Theatre and Community Centre s355 committee	Braidwood National Theatre & Community Centre (BNTCC) Building insulation and refurbishment.	\$50,000.00	0-25%	Agreement has been signed and funds have been released.
Italian Community Festival Inc	Casa d' Italia - Italian Community Hall	\$50,000.00	51-75%	Agreement has been signed and funds have been released.
Queanbeyan Netball Association	Resurfacing Queanbeyan Netball Courts	\$50,000.00	0-25%	Awaiting further budgetary information to support application prior to agreement being signed and funds released.
Queanbeyan Children's Special Needs Group Inc	Group Therapy Room, 1 Thorpe Avenue Queanbeyan	\$50,000.00	0-25%	Signed agreement has been returned and funds are to be released.
Queanbeyan Art Society	Extension to Queanbeyan Art Society 2016/2017	\$50,000.00	0-25%	Awaiting further budgetary information to support application prior to agreement being signed and funds released.

Project stream/category or Funded organisation	Project name	Amount	% completion	Progress update
Gundillion Recreation Reserve Trust	Co-funding for Telecommunications Tower at Gundillion Krawarree	\$50,000.00	0-25%	Council will hold its commitment of \$50,000, pending the organisation's advice that sufficient other monies have been received that will allow completion of the project.
Lions Club of Queanbeyan Inc	Queanbeyan Lions Centenary Legacy Project – Lions Inclusive Playground	\$50,000.00	26-50%	Project has commenced; community consultation, landscape concept design and project plan have been prepared; quotes have been received. Work should commence in August 2017, with an anticipated completion date towards end of October with an official Lions Club event at the Park.
Araluen Area s.355 Committee	New Public Toilet Block for the Araluen Recreation Ground	\$50,000.00	0-25%	Signed agreement returned and funding released. Balance of funding approved under the second \$9m round. Geo-tech survey has been carried out and the DA is ready to lodge with Council. Project manager has been appointed.
Braidwood Showground Reserve Trust s.355 Committee	One grant to cover multiple applications from user groups	\$100,000.00	0-25%	Professional lawnmower has been purchased and is in use; other projects have not yet started.
Burra Community Association (BCA) in cooperation with the Burra, Cargill Park Management Committee (S355 Committee) (BCPMC)	Enhancements to Burra Park and Hall	\$13,680.00	26-50%	Footings for air conditioner and park furniture have been done; park seats have been ordered; power issue with air conditioning unit being fixed; hall work not started yet

Project stream/category or Funded organisation	Project name	Amount	% completion	Progress update
Abbeyfield Bungendore	Abbeyfield Bungendore Project Stage 1	\$50,000.00	0-25%	Council is considering providing a block of land in Majara Street Bungendore to Abbeyfield. Report presented to Council meeting 26 July 2017
Wamboin Community Association Inc. (WCA)	Facilitating communication between the Wamboin Community Association and the residents of Wamboin, and others, through the acquisition of a multi-function printer (printer/fax/scan combination)	\$400.00	0-25%	Funds provided through QPRC's Donations Policy; printer options being investigated.
Molonglo Rail Trail Inc	Captains Flat Bike Park	\$ 48,400.00	76-100%	Construction has finished; contractor has handed over on Friday 16 June; awaiting wording from DPC for signage.

To the Council of Queanbeyan-Palerang,

I would like to formally put forward to the Council my Official request to become the First Official Town Crier for Queanbeyan and surrounding council.

- I am currently the Town Crier for Canberra and have approached them to make sure they are fine with me also being the Crier for Queanbeyan and no objections have been raised. Within Canberra I have been involved in events that have been organised by the community and the Chief Minister along with school and charity events.

- Queanbeyan City events I would consider appropriate for the presence of a Town Crier include, At the behest and kind invitation of the Mayor and/or the Council; Civic Events, Street Parades, Freedom of the City events, other major public events.

- The role is Honorary subject to NIL fees/event fees unless I am invited by a corporate entity and that then is negotiated by both parties

- I have been involved with Queanbeyan Players for over 20 years and in many other theatre companies including Dirty Dicks Theatre Restaurant, Canberra Philharmonic, Supa Productions, Free-rain Theatre, and many more. I am a very active member of the community.

Joeseph McGrail-Bateup

M: 0488 929 920

E: towncriercbr@gmail.com



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.9 INVESTMENT REPORT - JUNE 2017

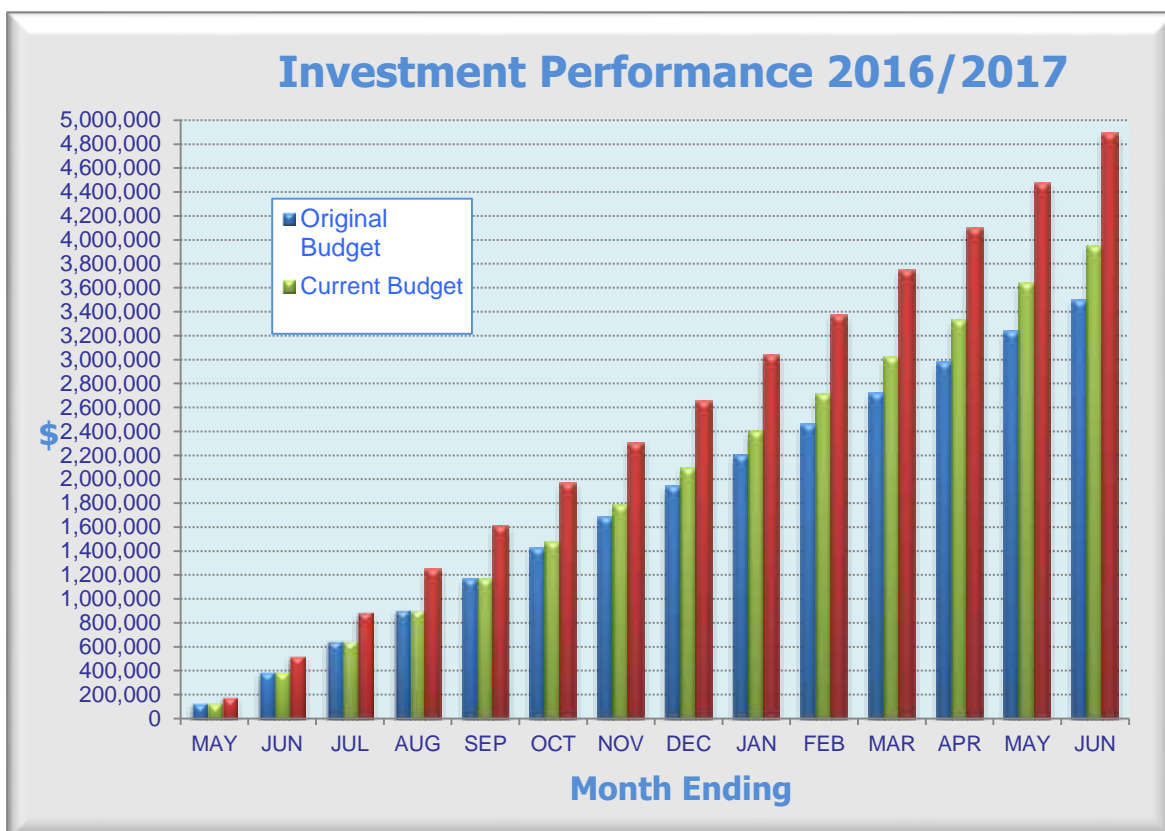
ATTACHMENT 1 INVESTMENT REPORT - JUNE 2017 - 26 JULY 2017

Attachment 1
Ordinary Meeting of Council: 26 July 2017
Investment Report – June 2017

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Table 4	Market value of tradeable investments
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Graph 1 – Actual return against budget



Graph 2 - Investment portfolio performance against the benchmark AusBond Bank Bill Index (BBI) prior to annualising.

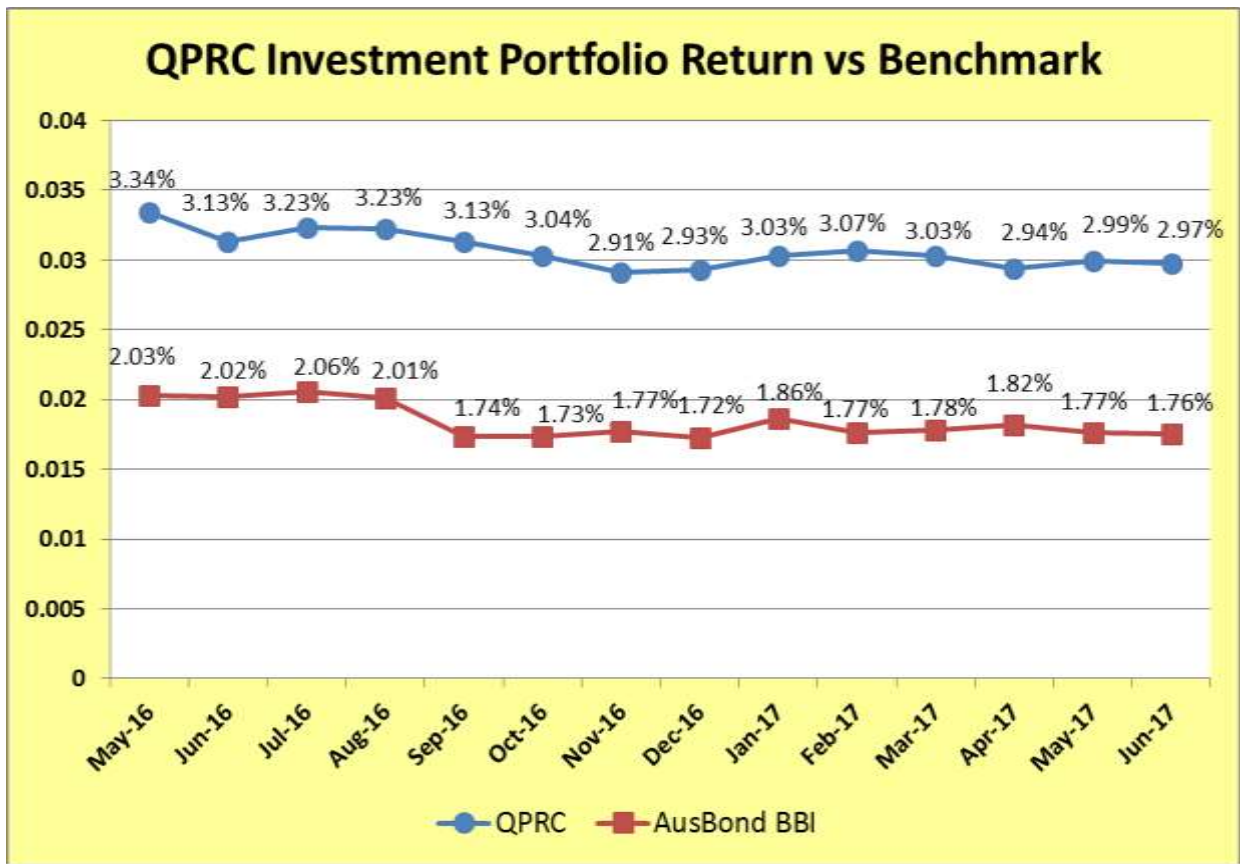


Table 1 - Cash and cash equivalent investments

8.9 Investment Report - June 2017
Attachment 1 - Investment Report - June 2017 - 26 July 2017 (Continued)

Table 1									
Purchase Date	Maturity Date	Full Term	Institution	Credit Rating	Principal Amount	Return on Investments			
						Month		Year to Date	
						Return	Yield	Return	Yield
					\$	p.a %	\$	p.a %	
Cash Deposit Accounts									
			Westpac - General	AA-	6,478,114	36,318		87,812	
			Westpac - Maxi	AA-	654	0	0.00	0.00	0.00
			CBA Cash Management	AA-	599,623	501	1.65	4,010.21	1.65
			ANZ Premium Business	AA-	12,272,260	18,498	1.90	259,896	1.95
			Bendigo-Adelaide Bank	BBB+	16,449	0	1.50	285	1.56
			AMP Bank	A	818,701	4,030	2.05	60,444	2.11
			Sub Total		20,185,801	59,348		412,449	
Pooled Managed Investment Group									
			BT Institutional Enhanced	AA	36,070	106	2.94	1,146	2.95
			Henderson	AA	11,677,617	27,913	2.86	342,074	2.81
			Sub Total		11,713,687	28,019		343,221	
Floating Rate Note Investment Group									
21/08/14	21/08/17	3 yr	Police Bank ⁸	BBB	1,000,000	2,334	2.84	3,035	2.90
17/11/14	17/11/17	3 yr	ME Bank ¹¹	BBB	1,500,000	3,378	2.74	4,955	2.81
11/12/14	11/12/17	3 yr	Queensland Teachers MB ¹³	BBB+	2,000,000	2,580	2.77	2,580	2.90
22/09/14	22/12/17	3.25 yr	CUA ¹⁰	BBB	2,000,000	1,280	2.92	1,280	3.06
19/11/14	22/12/17	3.25 yr	CUA ¹²	BBB	500,000	320	2.92	320	3.06
17/04/14	17/04/18	4 yr	ME Bank ³	BBB	1,000,000	2,523	3.07	6,140	3.18
07/05/15	07/05/18	3 yr	Heritage Bank ¹⁶	BBB+	1,000,000	2,375	2.89	4,196	2.96
24/08/15	24/08/18	3 yr	Credit Suisse ¹⁸	A	1,000,000	2,293	2.79	2,828	2.85
14/11/13	14/11/18	5 yr	Bendigo-Adelaide Bank ⁶	BBB+	1,000,000	2,474	3.01	3,793	3.08
07/06/16	07/06/19	3 yr	Greater Bank ⁵	BBB	2,000,000	4,209	3.34	4,209	3.38
11/12/15	11/06/19	3.5 yr	AMP Bank ²	A	750,000	985	2.82	985	2.95
18/07/16	18/07/19	3 yr	ME Bank ²⁵	BBB	3,000,000	7,940	3.22	19,320	3.22
17/09/14	17/09/19	5 yr	Bendigo-Adelaide Bank ⁹	BBB+	1,000,000	799	2.65	799	2.78
28/10/16	28/10/19	3 yr	Teachers Mutual Bank ²⁸	BBB	1,500,000	3,884	3.15	8,155	3.15
21/11/16	21/02/20	3.25 yr	Bendigo-Adelaide Bank ²⁹	BBB+	2,000,000	4,668	2.84	6,069	2.87
24/02/17	24/02/20	3 yr	Greater Bank ³¹	BBB	1,000,000	2,622	3.19	3,234	3.21
03/03/15	03/03/20	5 yr	Macquarie ¹⁴	A	1,000,000	1,938	2.83	1,938	2.94
20/03/17	20/03/20	3 yr	CUA ¹	BBB	2,000,000	1,655	3.02	1,655	3.10
07/04/15	07/04/20	5 yr	Newcastle Permanent ¹⁵	BBB	1,000,000	2,577	3.14	7,215	3.22
25/07/16	07/04/20	5 yr	Newcastle Permanent ²⁶	BBB	2,000,000	5,153	3.14	14,430	3.15
18/08/15	18/08/20	5 yr	Bendigo-Adelaide Bank ¹⁷	BBB+	2,000,000	4,669	2.84	6,692	2.91
20/10/15	20/10/20	5 yr	Suncorp Metway ¹⁹	A+	2,000,000	4,932	3.00	11,671	3.12
26/10/16	26/10/20	4 yr	BOQ ²⁷	BBB+	2,000,000	4,792	2.92	10,382	2.93
18/01/16	18/01/21	5 yr	CBA ²⁰	AA-	2,000,000	4,800	2.92	11,680	3.03
04/03/16	04/03/21	5 yr	Rabobank ²¹	A+	1,000,000	2,212	3.23	2,212	3.34
09/03/16	09/03/21	5 yr	Credit Suisse ²²	A	1,000,000	2,117	3.68	2,117	3.80
20/04/16	20/04/21	5 yr	Bendigo-Adelaide Bank ⁴	BBB+	1,000,000	2,638	3.21	6,244	3.33
12/05/16	12/05/21	5 yr	NAB ⁷	AA-	5,000,000	11,938	2.91	19,499	2.98
18/05/16	18/05/21	5 yr	BOQ ²³	BBB+	2,000,000	5,293	3.22	7,587	3.29
03/06/16	03/06/21	5 yr	Westpac ²⁴	AA-	2,000,000	3,973	2.90	3,973	2.95
17/01/17	17/01/22	5 yr	CBA ³⁰	AA-	2,000,000	4,734	2.88	11,520	2.88
03/03/17	03/03/22	5 yr	Rabobank ³²	A+	1,000,000	1,925	2.81	1,925	2.87
30/03/17	30/03/22	5 yr	AMP Bank ³³	A	2,000,000	0	2.76	0	2.85
			Sub Total		53,250,000	110,011		192,638	

Table 1 - Cash and cash equivalent investments (Continued)

Term Investments									
11/01/17	12/07/17	6 mth	Newcastle Permanent	BBB	2,000,000	4,603	2.80	26,082	2.80
13/10/16	12/07/17	9 mth	Beyond Bank	BBB	2,000,000	4,521	2.75	39,178	2.75
10/01/17	12/07/17	6 mth	ME Bank	BBB	3,000,000	6,855	2.78	39,072	2.78
03/09/15	06/09/17	2 yr	AMP Bank	A	5,146,192	12,266	2.90	121,845	2.90
08/09/16	08/09/17	1 yr	G&C Mutual Bank	BBB-	2,000,000	4,521	2.75	44,452	2.75
17/05/17	13/09/17	4 mth	BOQ	BBB+	1,000,000	2,096	2.55	3,074	2.55
13/10/16	11/10/17	1 yr	NAB	AA-	2,000,000	4,521	2.75	39,178	2.75
17/05/17	17/10/17	5 mth	Bank of Sydney	NR	1,000,000	2,260	2.75	3,315	2.75
25/10/13	25/10/17	4 yr	BOQ	BBB+	1,000,000	3,904	4.75	32,144	4.75
01/02/17	01/11/17	9 mth	BOQ	BBB+	2,000,000	22,044	2.70	22,044	2.70
02/02/17	29/11/17	10 mth	CUA	BBB	3,000,000	6,904	2.80	34,060	2.80
22/12/16	19/12/17	1 yr	Auswide Bank	BBB-	5,000,000	11,712	2.85	74,178	2.85
22/12/16	10/01/18	1 yr	Police CU SA	NR	1,000,000	2,384	2.90	15,096	2.90
08/09/16	15/03/18	18 mth	Defence Bank	BBB	2,000,000	4,685	2.85	46,068	2.85
16/03/17	21/03/18	1 yr	CBA	AA-	2,000,000	4,455	2.71	15,740	2.71
08/05/14	08/05/18	4 yr	ME Bank	BBB	1,250,000	4,726	4.60	8,507	4.60
17/05/17	17/05/18	1 yr	ME Bank	BBB	2,000,000	4,521	2.75	6,630	2.75
24/05/17	24/05/18	1 yr	CBA	AA-	1,000,000	2,129	2.59	2,625	2.59
08/06/17	06/06/18	1 yr	CBA	AA-	4,000,000	6,172	2.56	6,172	2.56
16/03/17	19/09/18	18 mth	Police CU SA	NR	2,000,000	4,932	3.00	17,425	3.00
21/12/16	19/12/18	2 yr	BOQ	BBB+	3,000,000	7,521	3.05	47,881	3.05
22/01/14	22/01/19	5 yr	ME Bank	BBB	2,000,000	8,301	5.05	43,721	5.05
26/02/16	27/02/19	3 yr	Newcastle Permanent	BBB	1,000,000	2,795	3.40	3,260	3.40
02/03/17	27/02/19	2 yr	BOQ	BBB+	2,000,000	4,767	2.90	19,068	2.90
02/03/17	27/02/19	2 yr	Defence Bank	BBB	2,000,000	4,932	3.00	19,726	3.00
24/12/14	11/12/19	5 yr	RaboDirect	A+	2,000,000	6,658	4.05	41,721	4.05
23/12/14	18/12/19	5 yr	RaboDirect	A+	2,000,000	6,658	4.05	41,942	4.05
15/03/17	18/03/20	3 yr	BOQ	BBB+	1,000,000	2,630	3.20	9,381	3.20
08/06/17	03/06/20	3 yr	Westpac	AA-	3,000,000	5,009	2.77	5,009	2.77
02/02/17	03/02/21	4 yr	BOQ	BBB+	3,000,000	8,877	3.60	44,088	3.60
08/03/17	03/03/21	4 yr	BOQ	BBB+	4,000,000	11,836	3.60	44,975	3.60
07/03/16	03/03/21	5 yr	Newcastle Permanent	BBB	1,000,000	2,332	3.70	2,332	3.70
Sub Total					70,396,192	192,521		919,990	
Interest Paid on Investments									
Total						34,046		3,026,382	
Grand Total					155,545,680	423,945	3.00	4,894,679.68	3.07

Table 1 – Notes

Notes	
1	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+130
2	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+110
3	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+130
4	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+146
5	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+160
6	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+127
7	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+117
8	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+110
9	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+93
10	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+120
11	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+100
12	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+120
13	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+105
14	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+110
15	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+135
16	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+115
17	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+110
18	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+105
19	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+125
20	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+115
21	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+150
22	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+195
23	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+148
24	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+117
25	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+145
26	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+135
27	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+117
28	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+140
29	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+110
30	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+111
31	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+145
32	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+108
33	Floating Rate Note (FRN) - subject to a 90 day floating rate. Coupon BBSW+105

Table 2 – Individual institution or counterparty limits

Table 2	
Long Term Credit Rating	Maximum Limit
AAA Category	40%
AA Category	30%
A Category*	15%
BBB Category*	10%
Unrated Category	5%

** Investments with counterparties below AA Category are to be restricted to licensed banks, building societies and credit unions.*

Table 3 – Investment percentage split

Table 3		
Managed Funds		
BT Institutional Enhanced	AA	0.02%
Henderson	AA	7.51%
Direct Investments		
AMP Bank	A	5.60%
ANZ Premium Business	AA-	7.89%
Auswide Bank	BBB-	3.21%
Bank of Sydney	NR	0.64%
Bendigo-Adelaide Bank	BBB+	4.51%
Beyond Bank	BBB	1.29%
BOQ	BBB+	13.50%
CBA	AA-	7.07%
CBA Cash Management	AA-	0.39%
Credit Suisse	A	1.29%
CUA	BBB	4.82%
Defence Bank	BBB	2.57%
G&C Mutual Bank	BBB-	1.29%
Greater Bank	BBB	1.93%
Heritage Bank	BBB+	0.64%
Macquarie	A	0.64%
ME Bank	BBB	8.84%
NAB	AA-	4.50%
Newcastle Permanent	BBB	4.50%
Police Bank	BBB	0.64%
Police CU SA	NR	1.93%
Queensland Teachers MB	BBB+	1.29%
RaboBank	A+	1.29%
RaboDirect	A+	2.57%
Suncorp Metway	A+	1.29%
Teachers Mutual Bank	BBB	0.96%
Westpac	AA-	3.21%
Westpac - General	AA-	4.16%
Westpac - Maxi	AA-	0.00%
		100.00%

Table 4 – Market value of tradeable investments

Table 4			
As at Date	Borrower	Purchase Price \$	Market Price \$
30/06/17	AMP Bank ²	750,000	756,420
30/06/17	AMP Bank ³³	2,000,000	2,004,380
30/06/17	Bendigo-Adelaide Bank ⁴	1,000,000	1,012,150
30/06/17	Bendigo-Adelaide Bank ⁶	1,000,000	1,007,040
30/06/17	Bendigo-Adelaide Bank ⁹	1,000,000	1,000,270
30/06/17	Bendigo-Adelaide Bank ¹⁷	2,000,000	2,005,160
30/06/17	Bendigo-Adelaide Bank ²⁹	2,000,000	2,005,260
30/06/17	BOQ ²³	2,000,000	2,029,060
30/06/17	BOQ ²⁷	2,000,000	2,013,520
30/06/17	CBA ²⁰	2,000,000	2,029,000
30/06/17	CBA ³⁰	2,000,000	2,023,740
30/06/17	Credit Suisse ¹⁸	1,000,000	1,004,510
30/06/17	Credit Suisse ²²	1,000,000	1,031,290
30/06/17	CUA ¹	2,000,000	1,992,360
30/06/17	CUA ¹⁰	2,000,000	2,003,340
30/06/17	CUA ¹²	500,000	500,835
30/06/17	Greater Bank ⁵	2,000,000	2,007,660
30/06/17	Greater Bank ³¹	1,000,000	1,002,960
30/06/17	Heritage Bank ¹⁶	1,000,000	1,002,590
31/10/16	Macquarie ¹⁴	1,000,000	1,005,700
30/06/17	ME Bank ³	1,000,000	1,003,170
30/06/17	ME Bank ¹¹	1,500,000	1,501,260
30/06/17	ME Bank ²⁵	3,000,000	3,008,700
30/06/17	NAB ⁷	5,000,000	5,069,500
30/06/17	Newcastle Permanent ¹⁵	1,000,000	1,004,270
30/06/17	Newcastle Permanent ²⁶	2,000,000	2,008,540
30/06/17	Police Bank ⁸	1,000,000	1,000,470
30/06/17	Queensland Teachers MB ¹³	2,000,000	2,001,020
30/06/17	RaboBank ²¹	1,000,000	1,023,660
30/06/17	RaboBank ³²	1,000,000	1,007,010
30/06/17	Suncorp Metway ¹⁹	2,000,000	2,026,440
30/06/17	Teachers Mutual Bank ²⁸	1,500,000	1,501,800
30/06/17	Westpac ²⁴	2,000,000	2,042,240
		53,250,000	53,635,325

Table 5 – Budgeted interest allocation by entity

Table 5					
Entity	Original Budget	Quarter 1 Budget	Quarter 2 Budget	Quarter 3 Budget	Quarter 2 to Quarter 3 Movement
General	1,691,563	2,141,563	2,141,563	2,141,563	0
Developer Contributions - General	54,432	54,432	54,432	54,432	0
Water	285,434	285,434	285,434	285,434	0
Sewer	1,322,552	1,322,552	1,322,552	1,322,552	0
Domestic Waste Management	100,000	100,000	100,000	100,000	0
Business Waste Management	15,000	15,000	15,000	15,000	0
Stormwater Management	24,648	24,648	24,648	24,648	0
Total	3,493,629	3,943,629	3,943,629	3,943,629	0

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.12 QPRC AND ICON WATER - WATER SUPPLY PRICING
AGREEMENT

ATTACHMENT 1 QPRC - ICON WATER - POTABLE WATER SUPPLY PRICING
AGREEMENT

Pricing Agreement

Icon Water Limited
Queanbeyan-Palerang Regional Council
2018-2020

Parties

Icon Water Limited ABN 86 069 381 960 of Level 5, 40 Bunda Street, Canberra City in the Australian Capital Territory
(Icon Water)

Queanbeyan-Palerang Regional Council ABN 95 933 070 982 of 256 Crawford Street, Queanbeyan in the State of New South Wales (QPRC)

Background

- A. Icon Water and QPRC entered into a Service Level Agreement on 3 February 2011 for the supply of potable water to the City of Queanbeyan (the 'SLA').
- B. Schedule 8 of the SLA contemplates that the Parties will negotiate Pricing Agreements setting the price to be paid by QPRC for that supply of potable water, from time to time.
- C. The Parties now make the following Pricing Agreement for the period 1 July 2017 to 30 June 2020 in accordance with Schedule 8 of the SLA.

Operative provisions

1 Price

- 1.1 Subject to clause 1.2, for the period 1 July 2017 to 30 June 2020, the price to be paid by QPRC for the supply of potable water by Icon Water is described in clause 2.
- 1.2 The pricing for the supply of water to Googong Township is governed by the letter agreement executed by the parties on 9 May 2013 (**Letter**). The parties agree:
 - 1.2.1 From 1 July 2017, the term "Pricing Agreement" in the Letter is taken to mean this Pricing Agreement. As at 1 July 2017, the words "Pricing Agreement between ACTEW and QCC dated 7 July 2008 (Pricing Agreement)" in term 3 ('Existing agreements') of the Letter are replaced with the words "Pricing Agreement between Icon Water and QPRC for the period 1 July 2017 to 30 June 2020 (Pricing Agreement)"; and
 - 1.2.2 The Letter continues in full force and effect. For the avoidance of doubt, QPRC remains obliged to make payment to Icon Water for the operation, maintenance and replacement of the GT Infrastructure in accordance with term 7 of the Letter; and
 - 1.2.3 The provision of water to Googong Township at the same Volumetric Charge as is payable in respect of all water supplied by Icon Water to QPRC will continue during this Pricing Agreement in accordance with the Letter but may be revised in any subsequent pricing agreement to ensure that it accurately reflects the higher costs incurred by Icon Water for the supply of this water.

2 Calculation of Price

- 2.1 The price for the water supplied by Icon Water to QPRC for the period 1 July 2017 to 30 June 2018 (**2017-18 Financial Year**) will be as follows:
 - (a) \$2,505,000, levied in equal quarterly instalments in arrears (**Fixed Charge**); and

- (b) a volumetric charge of \$1.79 per kilolitre of water supplied (**Volumetric Charge**); and
 - (c) the amount payable by Icon Water to the ACT Government for the Water Abstraction Charge (**WAC**) calculated per kilolitre of water supplied; and
 - (d) the amount estimated by Icon Water (acting reasonably) as payable by Icon Water to the ACT Government for the Utilities Network Facilities Tax (**UNFT**) calculated per kilometre of Icon Water's water network facility used to supply water to QPRC. The Parties agree that as at 1 July 2017 this is 7km.
- 2.2 Subject to clause 2.8, the price for the water supplied by Icon Water to QPRC for the period 1 July 2018 to 30 June 2019 (**2018-19 Financial Year**) will be as follows:
- (a) the Fixed Charge payable for the 2017-18 Financial Year increased in accordance with clause 2.4 with effect from 1 July 2018 (**CPI Adjustment Date**); and
 - (b) the Volumetric Charge payable for the 2017-18 Financial Year increased in accordance with clause 2.5 with effect from 1 July 2018 (**CPI Adjustment Date**); and
 - (c) the amount payable by Icon Water to the ACT Government for the WAC calculated with respect to each kilolitre of water supplied; and
 - (d) the amount estimated by Icon Water (acting reasonably) as payable by Icon Water to the ACT Government for the UNFT calculated with respect to each kilometre of Icon Water's water network facility used to supply water to QPRC. The Parties agree that as at 1 July 2017 this is 7km.
- 2.3 Subject to clause 2.8, the price for the water supplied by Icon Water to QPRC for the period 1 July 2019 to 30 June 2020 (**2019-2020 Financial Year**) will be as follows:
- (a) the Fixed Charge payable for the 2018-19 Financial Year increased in accordance with clause 2.4 with effect from 1 July 2019 (**CPI Adjustment Date**); and
 - (b) the Volumetric Charge payable for the 2018-19 Financial Year increased in accordance with clause 2.5 with effect from 1 July 2019 (**CPI Adjustment Date**); and
 - (c) the amount payable by Icon Water to the ACT Government for the WAC calculated with respect to each kilolitre of water supplied; and
 - (d) the amount estimated by Icon Water (acting reasonably) as payable by Icon Water to the ACT Government for the UNFT calculated with respect to each kilometre of Icon Water's water network facility used to supply water to QPRC. The Parties agree that as at 1 July 2017 this is 7km.
- 2.4 Subject to clause 2.7, the Fixed Charge from and including each CPI Adjustment Date is:

$$FC1 \times (\text{Current CPI} \div \text{Previous CPI}),$$

where FC1 is the Fixed Charge immediately before that CPI Adjustment Date.

2.5 Subject to clause 2.7, the Volumetric Charge from and including each CPI Adjustment Date is:

$$VC1 \times (\text{Current CPI} \div \text{Previous CPI}),$$

where VC1 is the Volumetric Charge immediately before that CPI Adjustment Date.

2.6 In clauses 2.4 and 2.5, the following meanings apply:

- (a) **Consumer Price Index** means the Canberra All Groups Consumer Price Index as published by the Australia Bureau of Statistics or the index officially substituted for it.
- (b) **Current CPI** means the Consumer Price Index number for the March quarter immediately before the relevant CPI Adjustment Date.
- (c) **Previous CPI** means the Consumer Price Index number for the March quarter in the year prior to the relevant CPI Adjustment Date.

2.7 Notwithstanding clauses 2.4 and 2.5, the CPI Adjustment of the Fixed Charge and the Volumetric Charge payable from each CPI Adjustment Date will not result in the charges being:

- (a) less than 100%; or
- (b) greater than 105%,

of the Fixed Charge or the Volumetric Charge (as applicable) payable immediately before that CPI Adjustment Date. For the avoidance of doubt, this clause 2.7 does not apply to the re-setting of the charges in accordance with clauses 2.8 and 2.9.

2.8 The Independent Competition and Regulatory Commission (**ICRC**) will make a price determination to set the maximum prices that Icon Water can charge for its regulated water and sewerage services for the period 1 July 2018 – 30 June 2023 (**2018 Price Determination**). The Fixed Charge and/or the Volumetric Charge payable for the 2018-19 Financial Year and/or 2019-20 Financial Year will be re-set in accordance with clause 2.9 if either one or both of the following events occurs:

- (a) The weighted average cost of capital (WACC) in the 2018 Price Determination is different to the WACC which applies in the price determination for the period 1 July 2013 – 30 June 2018; and/or
- (b) The ICRC at any time during the term of this agreement accepts a pass-through to recover costs associated with unexpected events to the extent that it directly or indirectly relates to the water network used to supply water to QPRC.

2.9 If either or both of the events in clause 2.8 occurs, the parties agree the Fixed Charge and/or the Volumetric Charge (as applicable) will be re-set for the relevant period based on the effect that the event has on the relevant charge under the building block pricing model used by Icon Water and QPRC.

2.10 If the Fixed Charge and/or the Volumetric Charge is re-set in accordance with clause 2.9, the amounts payable under clause 2.2 or clause 2.3 (as applicable) will be re-calculated and the necessary adjustments will be made in the next quarterly invoice. If the re-set has increased the Fixed Charge and/or the Volumetric Charge payable then QPRC will pay the additional amount. If the re-set has decreased the Fixed Charge and/or the Volumetric Charge payable then Icon Water will allow a credit of the amount by which the amount payable has been reduced.

3 Invoice and payment

- 3.1 Each quarter, Icon Water or its agent will issue QPRC with an invoice for the preceding quarter in respect of:
- (a) the quarterly instalment of the Fixed Charge;
 - (b) the Volumetric Charge for water supplied in the preceding quarter;
 - (c) the WAC for water supplied in the preceding quarter; and
 - (d) the UNFT.
- 3.2 QPRC must pay the invoiced amount not later than 21 days after the date of the invoice.
- 3.3 QPRC will make a separate payment in respect of each invoice by cheque or electronic funds transfer.
- 3.4 QPRC must not deduct from any payment due for water or any payment it believes to be due or which might become due by Icon Water.
- 3.5 If QPRC is late in making any payment due, interest will accrue on that portion of the payment which is outstanding, from the date the payment is due until the date the payment is received by Icon Water at the rate that applies from time to time under Schedule 2, Part 2.2 of the ACT *Court Procedure Rules* 2006.

4 GST

Interpretation

- 4.1 In this clause, a word or expression not otherwise defined in this agreement has the meaning given to it in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth) (**GST Act**).

GST

- 4.2 If a party (**Supplier**) makes a taxable supply under or in connection with this agreement in respect of which GST is payable, the recipient of the supply (**Recipient**) must pay to the Supplier, an additional amount equal to the GST payable on the supply (**GST Amount**). The additional amount must be paid by the Recipient at the later of when any consideration for the taxable supply is first paid or provided and receipt of a tax invoice.
- 4.3 If a party must reimburse or indemnify another party for a loss, cost or expense, the amount to be reimbursed or indemnified is first reduced by any input tax credit the other party is entitled to for the loss, cost or expense, and then increased in accordance with clause 4.2 of this agreement.
- 4.4 If a payment is calculated by reference to or as a specified percentage of another amount or revenue stream, that payment will be calculated by reference to or as a specified percentage of the amount or revenue stream exclusive of GST.

GST Adjustments

- 4.5 If the GST payable by a Supplier on any supply made under or in connection with this Contract varies from the GST Amount paid or payable by the Recipient under clause 4.2 of this agreement such that a further amount of GST is payable in relation to the supply or a refund or credit of GST is obtained in relation to the supply, then the Supplier will provide a corresponding refund or credit to, or will be entitled to receive the amount of that variation from, the Recipient.
- 4.6 If an adjustment event occurs in relation to a supply, the Supplier must issue an adjustment note to the Recipient in relation to that supply within 14 days after becoming aware of the adjustment.

5 Disagreements

5.1 If a dispute arises in relation to the interpretation or proper application of clauses 1, 2 or 3, either party may give the other a notice requiring that an attempt be made by them to resolve the dispute with the help of a mediator to be appointed jointly by the Parties. If the Parties do not agree on a mediator within 7 days after the notice is given, the mediator is to be nominated by the President, for the time being, of the ACT Law Society or their delegate. Each of the Parties must co-operate fully with the mediator. Each of the Parties must pay an equal share of the fees and expenses the mediator is entitled to.

6 Governing law and jurisdiction

6.1 This agreement is governed by the law of Australian Capital Territory. The Parties submit to the non-exclusive jurisdiction of its courts and courts of appeal from them. The Parties will not object to the exercise of jurisdiction by those courts on any basis.

7 Severability

7.1 Each provision of this agreement is individually severable. If any provision is or becomes illegal, unenforceable or invalid in any jurisdiction it is to be treated as being severed from this agreement in the relevant jurisdiction, but the rest of this agreement will not be affected. The legality, validity and enforceability of the provision in any other jurisdiction will not be affected.

8 Variation

8.1 No variation of this agreement will be of any force or effect unless it is in writing and signed by each party to this agreement.

9 Waivers

9.1 A waiver of any right, power or remedy under this agreement must be in writing signed by the party granting it. A waiver is only effective in relation to the particular obligation or breach in respect of which it is given. It is not to be taken as an implied waiver of any other obligation or breach or as an implied waiver of that obligation or breach in relation to any other occasion.

9.2 The fact that a party fails to do, or delays in doing, something the party is entitled to do under this agreement does not amount to a waiver.

Executed as a deed.

Date:

EXECUTED by Icon Water Limited under)
section 127 of the Corporations Act by:)

Signature of Company Secretary/Director

Signature of Director

Name of Company Secretary/Director

Name of Director

SIGNED, SEALED AND DELIVERED)
on behalf of the **Queanbeyan-Palerang**)
Regional Council in the presence of:)
)
)
)

Signature of witness

Signature of authorised officer

Name of witness (block letters)

Name and position of authorised officer

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.14 ADOPTION OF COMMUNITY ENGAGEMENT STRATEGY

ATTACHMENT 1 COMMUNITY ENGAGEMENT STRATEGY

Queanbeyan-Palerang Regional Council Community Engagement Strategy



Ref: SF170303

Offices: Council headquarters – 256 Crawford St
Bungendore Office – 10 Majara St
Braidwood Office – 144 Wallace St

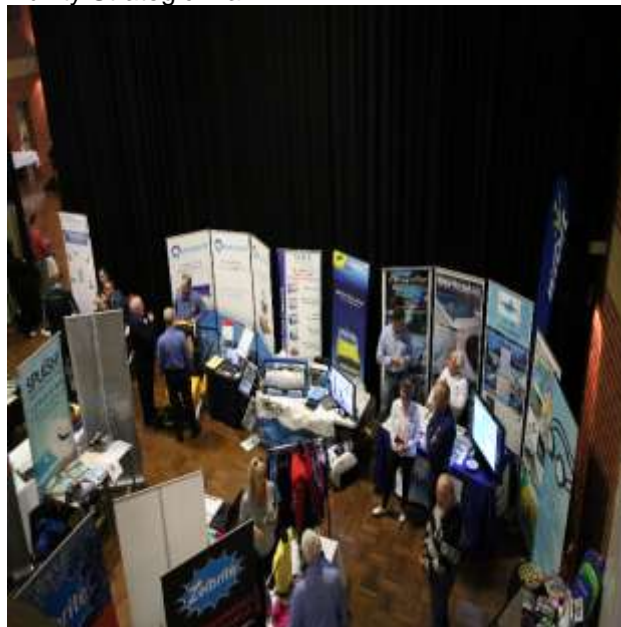
Contact: **Queanbeyan:**
Ph: 02 6285 6000
Fax: 02 6285 6666
Bungendore/Braidwood:
Ph: 02 6238 8111
Fax: 02 6238 1290
E: council@qprc.nsw.gov.au
W: www.qprc.nsw.gov.au

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1.0 Introduction

The Community Engagement Strategy forms a crucial component of Council's Integrated Planning & Reporting Framework. Councils are required to prepare and implement a Community Engagement Strategy based on Social Justice Principles (see Figure 1) for engagement with the local community in developing and reviewing the Community Strategic Plan.

A Community Strategic Plan constitutes the 'peak planning document' for Councils as it identifies the community's vision and long term aspirations. The Community Engagement Strategy must recognise the key stakeholder groups within the community and nominate methods of engaging each group.

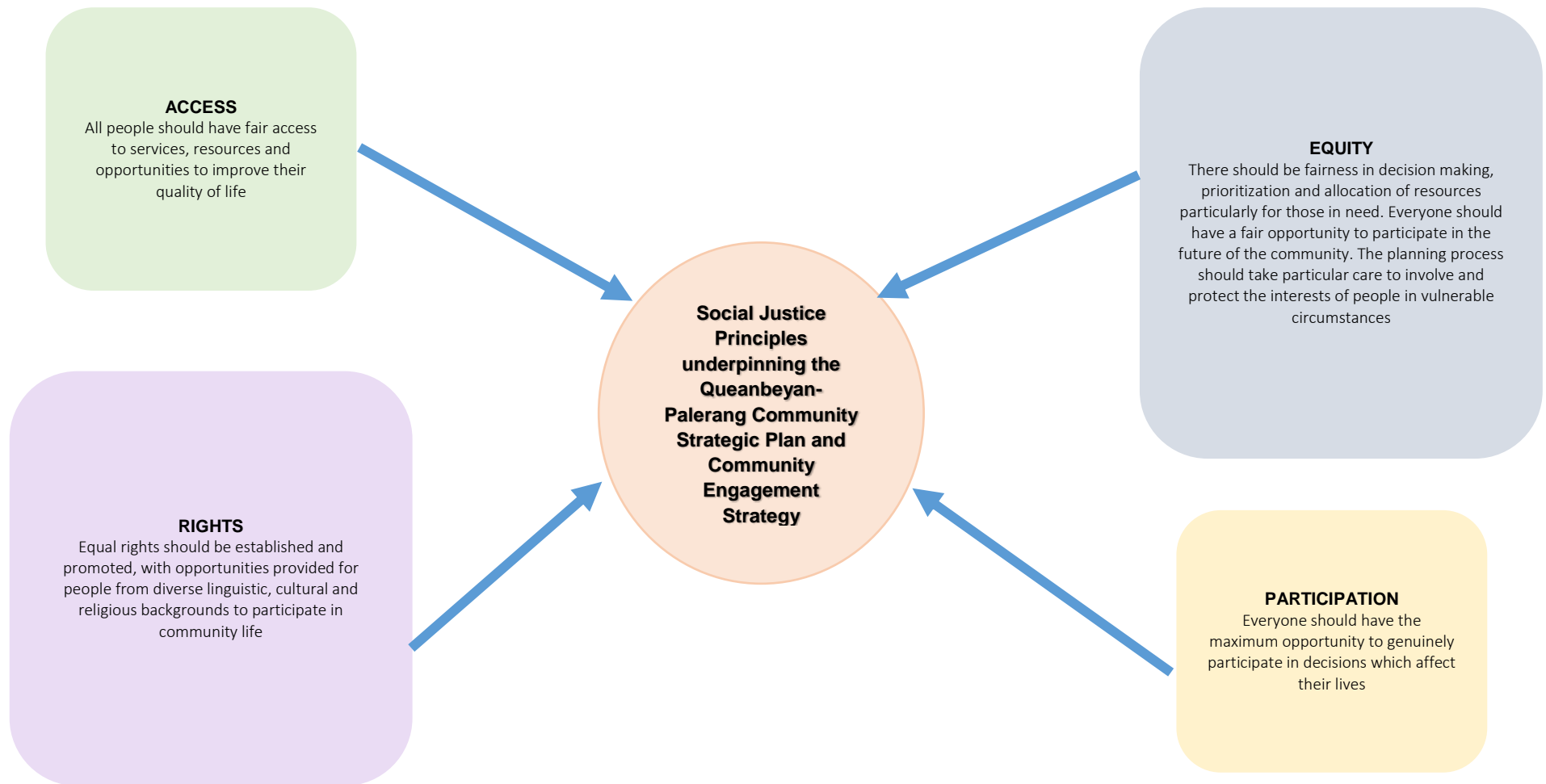
The Strategy outlines the process for involving the Queanbeyan-Palerang community in the development of their Community Strategic Plan as well as Council's day-to-day activities.



2.0 Social Justice Principles

To put it simply, the concept of social justice involves finding the optimum balance between our joint responsibilities as a society and our responsibilities as individuals to contribute to a just society. Social justice principles refer to the values that favour measures which aim at decreasing or eliminating inequity; promoting inclusiveness of diversity; and establishing environments that are supportive of all people. The Social Justice Principles consist of Access, Equity, Participation and Rights as outlined in Figure 1 and illustrates how they are incorporated into the Community Strategic Plan and the Community Engagement Strategy.

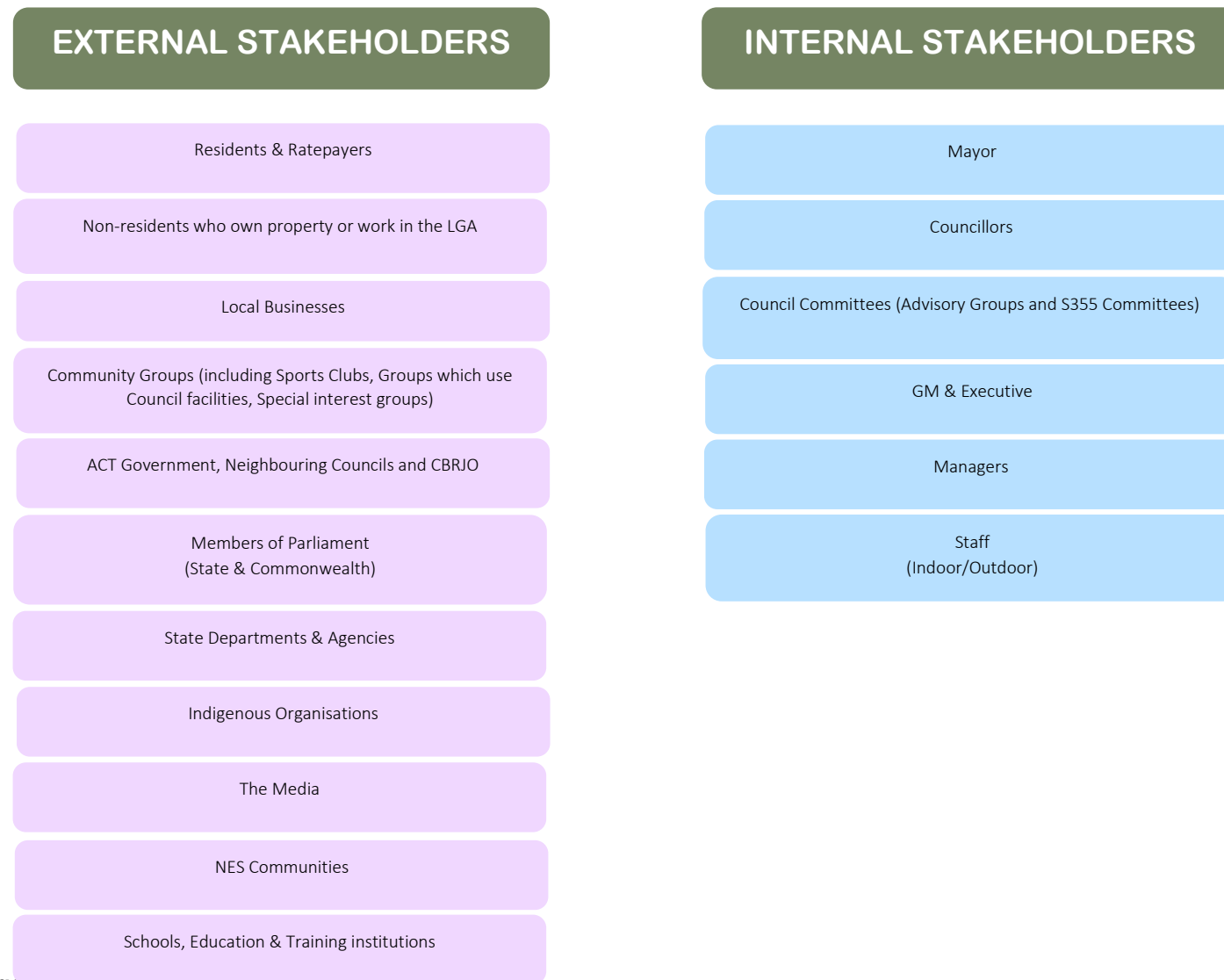
Figure 1: Social Justice Principles which underpin the Queanbeyan-Palerang Community Strategic Plan and Community Engagement Strategy



3.0 Who are Queanbeyan-Palerang Regional Council's Stakeholders?

Queanbeyan-Palerang Regional Council's Stakeholders can be divided into two broad groupings consisting of External Stakeholders and Internal Stakeholders as set out in Figure 2 below. These broad groupings can be broken down into sub-groups or 'publics'.

Figure 2: QPRC's Stakeholders



4.0 Defining Community Engagement

Community Engagement is more than just placing an advertisement in a local newspaper letting the community know what's happening, rather it is an 'active process' in which:

- (1) Council communicates information to the Queanbeyan-Palerang community, and
- (2) Seeks information, involvement and collaboration from the community with the primary aim of informing Council's decision making.

'Community engagement' is therefore a planned process with the specific purpose of working with identified groups of people, whether they are connected by geographic location, special interest, or affiliation or identify to address issues affecting their well-being. The linking of the term 'community' to 'engagement' serves to broaden the scope, shifting the focus from the individual to the collective, with the associated implications for inclusiveness to ensure consideration is made of the diversity that exists within any community.

Best Practice Community Engagement as prescribed by the International Association for Public Participation (IAP2) identifies five stages for engagement as:

- INFORM
- CONSULT
- INVOLVE
- COLLABORATE
- EMPOWER

Figure 3 below sets out what each of these stages means in terms of how the community can participate in the Council's decision making process.

Figure 3: The Stages of Community Engagement

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions.	To obtain public feedback on analysis alternatives and/or decisions	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place the final decision making in the hands of the public



5.0 Community Engagement Methods

There are a variety of ways of engaging our community. Engaging the community by using multiple methods is necessary and will increase the likelihood of gaining a more representative response. Figure 4 below is an overview of the engagement techniques QPRC will employ to engage the Queanbeyan-Palerang community in the development of a new Community Strategic Plan for the local government area (LGA). The engagement process only went as far as the collaboration stage as its primary purpose was to ascertain the Community's long term vision for the region and to identify their aspirations. Empowerment is envisaged as occurring within the implementation process for the final Community Strategic Plan where projects may be set up with the community.

Figure 4: Community Engagement techniques to be employed by QPRC for the development of the Community Strategic Plan

INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
<ul style="list-style-type: none"> Community Newsletters Media Releases Advertisements Mayoral Columns/Advertisements E-newsletters Flyers Council Noticeboards 	<ul style="list-style-type: none"> Public comment and submissions Focus Groups Surveys – hard copy Surveys – online Surveys - telephone 	<ul style="list-style-type: none"> Vox Pops Liaison with Stakeholder Groups Story Capture Community Champions On-line discussion forums Engagement Q to allow for on-line comment 	<ul style="list-style-type: none"> Interagency Networks and Working Groups Group Workshops Personal Interviews Consensus building activities 	

Council has also developed an ‘*Information Tree*’ which differentiates the depth of material and medium used to inform the community. For example, full sets of strategies and plans are published on the website or available for viewing. Each of those plans will include an executive summary (say 4-5 pages), identifying the key issues and recommendations. Then a 1 page media release may be published which highlights the principle messages. As the detail diminishes, the conversation style changes to suit the medium. For example, a short narrative to invite interest together with an image or web link may be published on social media such as Facebook or LinkedIn. This spectrum moves from one-way communication to being more interactive and developing as conversation with its publics

6.0 Opportunities, Challenges and Key Considerations

Engaging the Queanbeyan-Palerang community raises a number of opportunities and challenges which need to be addressed consisting of:

- The region covers an area in excess of 5300km².
- The large area has a diverse geography which creates challenges in respect of equality of access and connection to allow members of the community to easily provide input to Council’s decision making.
- The uneven dispersal of the population with over three quarters of the population located within a 30km radius of the ACT border. Once you pass the 30km radius from the ACT border the population decreases rapidly with the largest urban area in the east, Braidwood only having a population of 1,581. The rural east makes up just 9.25% of the region’s total population. In comparison the urban areas of Queanbeyan and Bungendore contain 81% of the region’s population.
- A massive socio-economic divide exists between the east and the west of the LGA. The West which only covers one-third of the area of the LGA is highly affluent with far less social disadvantage compared to the east. For example Bungendore and Queanbeyan urban areas have SEIFA Index of Disadvantage scores of 1102.8 and 1045.7 respectively (compared to City of Sydney’s score of 1,019.9) whilst Braidwood has a score of 933 (compared to the NSW average score of 995.8 and the Australian average of 1000). This creates challenges in how the council will address disadvantage in this part of the region and how it will provide for better access to services and facilities.
- Nearly 60% of the region’s workforce travel outside the LGA to work – most work within the Canberra metropolitan area. This creates issues of disconnection between where people work and where they live. Many have a strong affiliation with the metropolitan lifestyle and services available within Canberra rather than with those in their areas of residence.
- A large section of the population are highly educated and are employed in professional services (35%).

- Nearly 77% of households are connected to the internet compared to a regional NSW average of 68.2% - this provides opportunities for greater levels of on-line engagement

7.0 Engaging the Community for the development of the Community Strategic Plan

The creation of Queanbeyan-Palerang Regional Council in May 2016 with the merger of the former Queanbeyan City and Palerang councils has seen Council commence the collection of baseline data to ascertain community satisfaction and expectation in regard to the range of services it provides as well as trying to find out whether the aspirations of the previous Queanbeyan and Palerang communities have changed significantly in preparation for the development of a new Community Strategic Plan for the region. The previous councils had a tradition of undertaking service satisfaction surveys but comparability of the data collected was very limited due to the different methodologies they employed.

Council is required to facilitate the development of a new Community Strategic Plan for the Queanbeyan-Palerang LGA, and commenced collecting region-wide data at the end of 2016 to start building up a new consistent database in respect of community aspirations and identification of community priorities across the new local government area.

A survey was undertaken in August-September 2016 by JWS Survey. The purpose of the survey was *"...to inform priority areas for the newly formed council to focus on."* In recognition that service priority and expectation may differ in a spatial context within the newly formed local government area the survey was divided into four distinct geographical areas consisting of:

- the Queanbeyan-Jerrabomberra Urban Area
- Urban Fringe area immediately around the Q-J Urban Area
- The Rural Villages (particularly Bungendore and Braidwood), and
- The remaining Rural hinterland

Additional data was collected by Council in a comprehensive Community Engagement Project which was undertaken over January-April 2017 to assist with the development of a range of new plans consisting of:

- A new Community Strategic Plan for the Queanbeyan-Palerang Region.
- Identification of community service expectations to inform Council's Service Review
- An Economic Development Plan for the LGA
- A refresh of the Queanbeyan CBD Master Plan

Council developed the Community Engagement Project to ensure that it coordinated all the community engagements it needed to undertake on a range of key strategic projects. Council's aim was to obtain the community engagement information from residents in one exercise rather than continually go back to the community to seek their input. Council saw this as being very important because it did not want the community to suffer from 'engagement fatigue' which in turn could impact upon the quality of the data obtained from the community.

The data arising from the engagement for the new Community Strategic Plan was also broken down into the four distinct geographical regions on the same basis as had occurred with the satisfaction survey. This approach allowed for comparability of the data collected by the two community engagement exercises.

Both community engagement projects provided Queanbeyan-Palerang Regional Council with baseline data on community satisfaction and expectation levels for service delivery as well as defining the community's long term aspirations to assist with the development of a new Vision for the region.

The 2016 survey highlighted the areas where the community wanted to see Council prioritising its activities (See Figure 5). The survey was based on a telephone survey of a representative sample of 400 residents and was run by consultants JWS engaged by the Department of Premier & Cabinet. The areas of emphasis the community highlighted in terms of service delivery were:

Figure 5 Community Priorities by Geographical area within Queanbeyan Palerang by JWS Survey

<p>Queanbeyan-Jerrabomberra</p> <ul style="list-style-type: none"> • Water sewerage services • Condition of the sealed roads • Condition of local streets and footpaths • Provision of community services 	<p>Urban Fringe</p> <ul style="list-style-type: none"> • Condition of sealed roads • Environmental sustainability • Waste management • The appearance of public areas 	<p>Rural Villages</p> <ul style="list-style-type: none"> • Water and sewerage services • Condition of sealed roads • Availability of community services/facilities • Access to community services 	<p>Rural Hinterland</p> <ul style="list-style-type: none"> • Condition of sealed roads • Maintenance of unsealed roads • Waste management • Condition of local streets and footpaths
--	--	--	---

Respondents within all four sub-regions also placed a heavy emphasis on the new Council needing to put a greater effort into being well run and managed, providing value for money and better engaging with the community in respect of its decision making processes.

The 2017 Community Engagement Project consisted of:

- A structured online questionnaire/survey (which was also available in hard copy at Council offices in Queanbeyan, Bungendore and Braidwood)
- Video vox pops in high traffic areas, and
- Capturing stories from hard to reach stakeholder groups.

The project was marketed across the region under the identity of *'Our Future – make it yours'*. The Community Engagement Project was marketed widely across the region through:

- An event launch of the survey by the Administrator on 2 February 2017
- The use of Community Champions to promote the project
- Video uploaded to Council's social media platforms, and
- Newspaper advertisements

The survey was completed by 236 respondents from across the region and the vox pops received the following views:

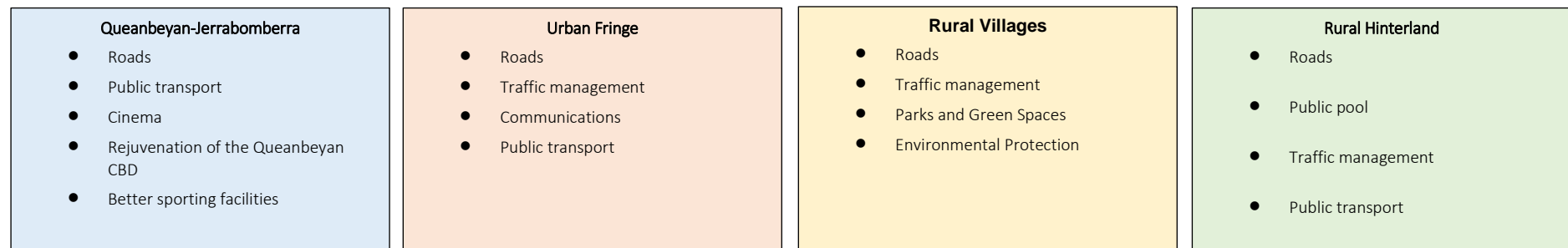
- Queanbeyan 8200
- Bungendore 7800
- Braidwood 4600

The outcome of the Community Engagement Project is that it identified six strategic priorities which the community would like to see Queanbeyan-Palerang Council focus on. These are:

- Maintenance of road infrastructure
- Provision and maintenance of the public realm
- Protection of the natural environment
- Adoption of sustainable and renewable energy and management of waste
- A fair, transparent and accountable Council, and
- Land use planning that responds to local needs

The Project also identified similar community priorities by geographical area which were highlighted in the 2016 survey (See Figure 6). These were:

Figure 6 Community Priorities by Geographical area within Queanbeyan Palerang by Community Engagement Project



Again, all four sub-regions placed a strong emphasis on the newly established QPRC needing to be an effective council that is accountable, efficient, representative and engaging.

The combined information collected from both community engagement projects has highlighted:

- (1) That there is a very high community expectation that Council needs to put significant effort and resources into road maintenance (both sealed and unsealed) across the region.
- (2) That there is a significant level of community dissatisfaction on the level of resources being put into the maintenance of public realm infrastructure and that they would like to see more resources committed to this.
- (3) The community wants to see a higher emphasis placed on the provision of and maintenance of recreational facilities as well as ensuring residents have access to services.

- (4) That the new Council needs to ensure that it provides community leadership by being an effective council that is accountable, efficient, representative and engaging.

The information provided by the two community engagement projects informs the development of a new Community Strategic Plan for the newly established region. Once developed the draft plan will be placed on public exhibition to allow for further community input to its finalisation. Once the community feedback is received the document will be reported to the newly elected Council for their endorsement. The Council is required to have a new Community Strategic Plan in place by 30 June 2018.

Prior to the Community Strategic Plan's final adoption, engagement will undertaken with the councillors to identify the issues and priorities they have heard from the Queanbeyan-Palerang community during the local government elections. This engagement will be in recognition that as elected representatives councillors fulfil a community leadership role under the provisions of the Local Government Act.

The levels of community engagement proposed for plans or projects have been nominated in the Operational Plan in each Service area. Collectively, they will guide an 'engagement calendar' for the year.

8.0 Timeframe

The following Timeframe (Figure 7) has been developed for the community engagement process to inform the development of the new Queanbeyan-Palerang Community Strategic Plan.

Figure 7 Timeframe for the development of the Community Strategic Plan

TIMEFRAME	MILESTONES
August 2016	JWS Community Satisfaction Survey undertaken
November 2016	Community Engagement Strategy Drafted
November – December 2016	Comprehensive Community Engagement Project developed to undertake engagement on a range of key projects
November - December	Selective Tender undertaken to engage consultants to develop and undertake Community Engagement Project
January 2017	JWS Survey results analysed
January – April	Consultants undertake Engagement Project
April 2017	Draft Community Engagement Reports produced
April – May 2017	Final Community Engagement Reports Produced and used in conjunction with JWS Survey Data
May – Sept 2017	Draft Community Strategic Plan developed
Sept – Oct 2017	Councillor input sought on Draft Community Strategic Plan
Nov 2017	Draft Community Strategic Plan placed on public exhibition for public comment
Feb 2018	Public submissions considered and Community Strategic Plan endorsed by Council
1 July 2018	Queanbeyan-Palerang Community Strategic Plan 2017-2027 becomes operational

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 8.15 ASSET MANAGEMENT STRATEGY

ATTACHMENT 1 QUEANBEYAN PALERANG REGIONAL ASSET MANAGEMENT
STRATEGY 2017



Queanbeyan-Palerang Regional Council

Asset Management Strategy

Date Strategy was adopted:	
Resolution number:	
Next Strategy review date:	
Reference number:	
Trim Reference:	C1789754

Our Assets Vision - Our Future

'A place offering a wonderful lifestyle for families, a lifestyle created in large part by passive and active enjoyment of the natural and built environment.'

The lifestyle is friendly, safe and relaxed - the result of living in an environmental haven, with clean and pristine waterways and bushland, a well maintained urban public realm and a commitment to sustainable energy and waste.'



Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017



This Plan has been prepared by Queanbeyan-Palerang Regional Council (QPRC) to support the delivery of its long-term strategic direction. It forms part of the Resourcing Strategy for the Community Strategic Plan and Delivery Program and should be read in conjunction with these documents.

For more information on this document contact:
Queanbeyan-Palerang Regional Council
257 Crawford Street, Queanbeyan NSW 2620.
PO Box 90, Queanbeyan NSW 2620

Ph. (02) 6285 6000
council@qprc.nsw.gov.au

Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017



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Summary

The Asset Management Strategy has been prepared following engagement with our community on Council's service delivery practices, financial sustainability indicators, asset management maturity and the objectives identified in the Community Strategic Plan. The Strategy also includes an asset management improvement plan, which details a program of tasks and nominated resources required as part of our commitment to the continuous improvement of the organisation. It has been guided by the independent analysis and recommendations of Percy Allan and Associates (PAA) and GHD.

This Asset Management Strategy for QPRC has been developed in accordance with the Integrated Planning and Reporting Framework Guidelines and aligns to ISO55000 Series.

The Asset Management Strategy is to:

- show how Council' asset portfolio will support the services delivered to the community into the future
- enable Council's Asset Management Policy to be achieved
- ensure the integration of Council's asset management with its long term strategic plan



Major Asset Groups (Total Asset Group Cost)

(Figures provided are rounded to nearest million. Figures are based on the replacement or original construction cost expressed in today's dollars).





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In broad terms, backlog may be regarded as those assets whose condition has been assessed at Level 9-10, while assets assessed as being scheduled for renewal or rehabilitation may fall into Level 6-8

10	An asset that has failed is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service.
9	An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. Could also be a risk to remain in service
8	An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance cost would be very high and the asset would be at a point where it needed to be rehabilitated.
7	An asset in poor overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high
6	An asset in Fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance cost would be rising.
5	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.
4	An asset in good overall condition but with some obvious deterioration evident, serviceability would be impaired very slightly.
3	An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration still minor in nature and causing no serviceability problems.
2	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
1	A near new asset with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline.
0	A new asset or an asset recently rehabilitated back to new condition.

Table 2 – Generic Example - Asset Condition Distribution Data Input Table – Pavement Sealed (Local-Urban)

Condition Rating	Description	Example	% In condition
10	An asset that has failed and is no longer serviceable should not remain in service. There would be an extreme risk in leaving the asset in service.		0.62
9	An asset in extremely poor condition with severe serviceability problems and needing Rehabilitation immediately. Could be a risk to remain in service.		0.55




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8	An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance costs would be very high and the asset would be at a point where it would need to be Rehabilitated.	 A close-up photograph of a road surface showing extensive cracking and a large pothole. A measuring tape is laid across the road to indicate the scale of the damage.	1.34
7	An asset in poor overall condition. The deterioration would be quite severe and starting to limit the serviceability of the asset. Maintenance costs would be high.	 A photograph of a road surface with several potholes and significant surface wear. A measuring tape is laid across the road to show the extent of the damage.	6.15
6	An asset in fair to poor overall condition. The deterioration condition would be quite obvious. Asset serviceability would now be affected and Maintenance costs would be rising.	 A photograph of a road surface showing some surface wear and a small pothole. A measuring tape is laid across the road to provide a scale for the damage.	11.51

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Condition Rating	Description	Example	% In condition
5	An asset in fair overall condition. The deterioration in condition would be obvious and there would be some serviceability loss.		18.49
4	An asset in good overall condition, but with some obvious deterioration evident, serviceability would be impaired very slightly.		23.19
3	An asset in very good overall condition but with some early stages of deterioration evident. The deterioration could still be minor in nature and causing no serviceability problems.		21.99

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2	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.		14.52
1	A near new asset with no visible signs of deterioration often moved to condition 1, based upon the time since construction rather than observed condition decline.		1.52
0	A new asset or an asset recently rehabilitated back to new condition.		0.00

Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017



Introduction

Council delivers a variety of services to the community and in doing so, must ensure that the assets supporting these services are managed with a whole of life asset management approach. The life cycle management approach optimises asset acquisition, maximises use of assets and manages service and operational costs.

QPRC's infrastructure assets represent a vast investment over many generations that support modern living in the community. Millions of dollars are spent annually managing Council's infrastructure and it is imperative that Council employs the best asset management skills and practices to ensure that related services are delivered economically and sustainably.

Council demonstrates its commitment to asset management in the Asset Management Policy, Asset Management Strategy and a suite of Asset Management Plans, which apply to all infrastructure assets owned by Council.

Community and organisational goals and objectives have guided the development of this Strategy to ensure the management of Council's assets reflect the broader community long term objectives contained in the Community Strategic Plan.

The Community Strategic Plan provides strategic direction, addressing the community's issues to achieve the long term objectives under the following themes;

- Community
- Choice
- Character
- Connection
- Capability

The Asset Management Strategy can be viewed as a first tier plan being supported by more detailed Asset Management Plans. It provides direction to guide asset management actions into the future and ensures the Council continually improves the management of its infrastructure.

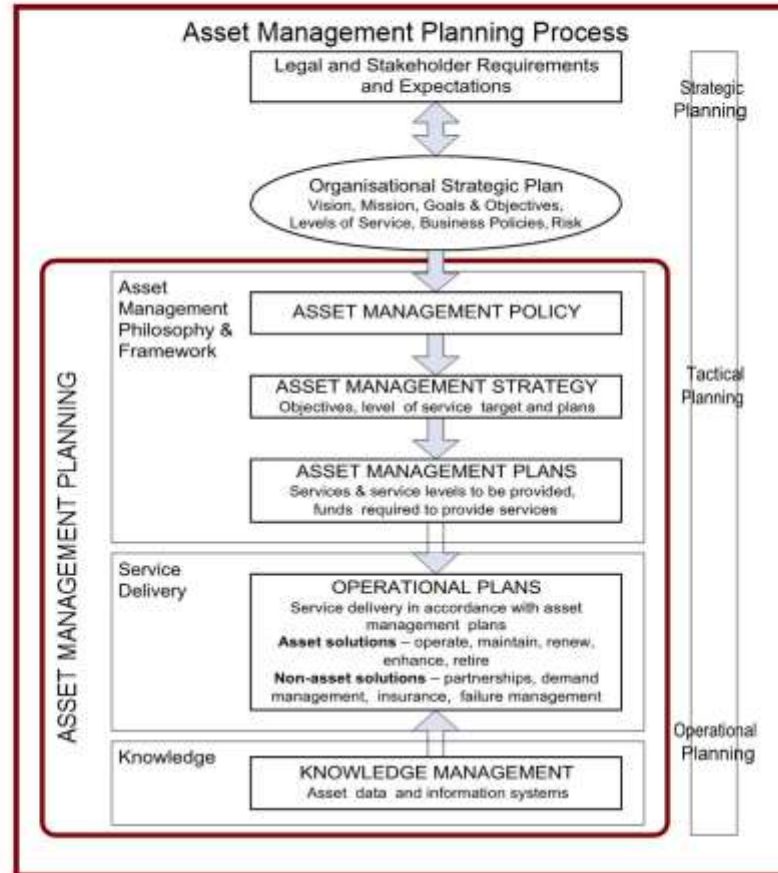
It is vital that Council develops and maintains rigorous asset management processes, assesses its risks, maintains and operates its assets efficiently, and explores technologically enhanced tools to monitor and manage assets.



Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plans and operational plans, linked to a long-term financial plan.



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Asset Management Policy and Objectives

The purpose of Council's Asset Management Policy is to guide the strategic management of council's assets. The Asset Management Policy defines the Council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs, risks and affordability. The Asset Management Strategy has been developed to support the Asset Management Policy.

The former Queanbeyan City Council Policy was adopted by Council on the 26 May 2010 and subsequently reviewed and readopted in August 2013. A copy (C1038238) of the policy is attached at Appendix A.

The former Palerang Council Policy was adopted by Council on 12 October 2006. A copy of the policy at attached at Appendix B.

These two policies will be rewritten following the election of a new Council in September 2017.

Objectives

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council develops and maintains asset management governance, skills, processes, data and systems in order to provide services to our present and future community in the most cost-effective and sustainable manner.

The objectives of the Asset Management Strategy are to:

- Manage asset backlog and risk
- Support connection of communities
- Support the health of the community, local economy and environment
- Sustainably cater for population growth and intergenerational equity
- Integrate with cross border infrastructure and align with regional infrastructure strategies
- Establish affordable and acceptable standards, including intervention levels, for gifted assets from developments
- Plan assets spatially taking a corridor/network approach
- Analyse asset condition and failures



Where are we now? Current Situation

In developing the Asset Management Strategy, we needed to understand the current situation of Council's assets and their management.

This included consideration of the following:

- What assets do we have and where are they?
- What is the current condition of assets?
- Do they meet Council's and community's current and forecast needs?
- Is the funding base for operation, maintenance and renewal appropriate and affordable?
- What is the state of Council's asset management practices, procedures and training?

In 2013 the NSW Government released the Local Government Infrastructure Audit Report which reviewed all NSW council's infrastructure management and infrastructure financial planning. The independent report determined Queanbeyan-Palerang Regional Council's infrastructure management as Strong.

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In 2016 Council commissioned PAA and GHD to undertake an asset and financial sustainability review of the former councils, and aggregate the findings into an asset and financial report. The outcome was a recommendation to adopt a 'Responsible Scenario' to the management of assets, and the initial setting of Intervention Condition Levels (ICL) for each class of asset in each former council. Those Levels have yet to be established for QPRC, and will be guided by the community engagement of asset standards undertaken in early 2017.

The Financial Strategy (Trim Reference: C1726839) introduced the principle of 'Narrow the Gap', aimed to progressively align asset maintenance, renewal and debt expenditures to the revenue raising capacity of general rates and utility charges. Council has established a MoU with the ACT Government, taking a best for region/borderless infrastructure approach to transport and utility network connections.

Asset cost, condition and value

The cost, condition and value of assets are reported each year in financial statements within the Annual Report. The infrastructure assets are valued at \$1.5Billion and the carrying amount (WDV) is \$1.0Billion.

Currently financial and technical asset registers are aligned manually at the end of each financial year. Council is currently in the process of procuring a new technical asset register which will integrate with the financial register. Council will also reconcile its Asset Management Plans and asset register to Special Schedule 7 of Councils annual report.

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Infrastructure Backlog

Council's infrastructure backlog represents the cost to bring assets in a poor and failed condition up to an acceptable standard.

Council engaged consultants (PAA and GHD) to review the asset registers and the backlog figure. That review differentiated asset maintenance and renewal expenditures. A new methodology for determining the infrastructure backlog has been applied. The infrastructure backlog after review, based on 2015/2016 replacement cost is \$46.3million.

The infrastructure backlog ratio compares the backlog figure to the written down value of our assets (WDV). Council's long term financial plan is to decrease the consolidated backlog ratio from 7.1% in 2016/2017 to the NSW local government Fit for Future (FFF) benchmark ratio of 2% in 2026/2027.



Figure 2 shows the Infrastructure backlog for the two funds over a ten-year period. The projections each year are based on the previous year's backlog, adding depreciating and deducting renewal expenditure. The renewal expenditure is adopted in the Long Term Financial Plan and will be revised each year to ensure that we reallocate renewal to asset groups with a higher backlog figure.

Infrastructure Backlog %	Budget 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
General Fund	3.2	2.8	2.5	2.4	2.2	2.1	2.1	2.0	1.9	1.8	1.8
Water and Sewer	18.4	15.1	12.1	9.9	7.9	6.3	5.4	4.4	3.5	2.6	1.7
Consolidated Backlog	7.1	5.8	4.9	4.5	3.8	3.4	3.1	2.7	2.4	2.1	1.8

Figure 2 Financial status of each fund (identified in the long-term financial model)



Maintenance expenditure

Maintenance is the activities required or undertaken by Council to preserve the original condition of the assets. The required maintenance, which is reported in Special Schedule 7, is the amount that Council should be spending on their assets and is based on a percentage of the replacement cost. Actual maintenance includes the budgeted amount that Council will spend on preventative, corrective and reactive maintenance annually.

Figure 4 compares the required maintenance to the projected maintenance budget. The asset maintenance ratio compares the figures and demonstrates how Council meets the benchmark of 100% in each year of the Long Term Financial Plan. Maintenance expenditure will have to be revised each year to ensure that Council continues to meet the 100% benchmark.



REQUIRED MAINTENANCE BY FUND \$M	Budget 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
General Fund	7,602	6,667	7,141	7,583	8,020	8,478	8,976	9,494	10,058	10,668	11,326
Water and Sewer	8,237	7,966	8,265	8,548	8,826	9,106	9,393	9,675	9,957	10,239	10,522
Total Budgeted Maintenance	15,839	14,633	15,406	16,131	16,846	17,584	18,369	19,169	20,014	20,907	21,849

Figure 4 Asset Maintenance Ratio



Renewal / Rehabilitation Expenditure

Renewal is the activities to refurbish or replace assets with assets of equivalent capacity or performance capacity. Renewal works are included in Council's Capital Works Program.

The asset renewal ratio compares renewal expenditure to the depreciation of assets. The table shows that Council exceeds the benchmark of 100% over the next five years. This begins to level out at approximately 100% from 2020/2021.

Figure 6 shows the ten year renewal expenditure forecasts identified in Council's ten year Long Term Financial Plan.



Asset Renewal/Rehabilitation Expenditure \$M	Budget 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
General Fund	7,676	9,919	10,193	12,138	14,707	15,701	16,391	16,963	17,607	18,326	19,126
Water and Sewer	2,842	11,170	19,490	17,336	8,616	11,607	12,265	12,880	13,517	14,171	14,829
Consolidated Renewal/Rehabilitation Exp.	10,518	21,088	29,683	29,474	23,323	27,308	28,656	29,863	31,124	32,497	33,956
Consolidated Depreciation Expense	21,248	23,518	25,958	28,188	29,580	31,750	33,208	34,115	34,958	35,819	37,064
Capital Expenditure Ratio	0.49	0.90	1.14	1.05	0.79	0.85	0.86	0.88	0.89	0.91	0.92

Figure 6 Renewal Expenditure

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Enhancement Expenditure

Capital new expenditure creates assets which will deliver a service to community that didn't exist beforehand whilst capital upgrade enhances an existing asset to provide a higher level of service to the community. New and upgrade works are included in Council's Capital Works Program. New assets may be 'gifted' through new developments. Those new assets are then scheduled for future maintenance and renewal.

Figure 7 shows the ten year capital new and upgrade expenditure forecasts identified in Council's Long Term Financial Plan.

Enhancement Expenditure \$M	Budget 2016/17	Projected 2017/18	Projected 2018/19	Projected 2019/20	Projected 2020/21	Projected 2021/22	Projected 2022/23	Projected 2023/24	Projected 2024/25	Projected 2025/26	Projected 2026/27
General Fund	14,359	43,213	74,048	12,475	44,354	2,235	2,529	1,762	1,301	26,164	1,031
Water and Sewer	3,163	20,258	20,215	19,801	38,015	33,387	33	0	0	0	0
Total Enhancement Exp.	17,522	63,470	94,263	32,276	82,369	35,623	2,562	1,762	1,301	26,164	1,031

Figure 7 – Enhancement expenditure



Risk Management

In 2013, Council developed and implemented a Risk Management Framework which is being updated in line with the new Risk Strategy and meets the requirements of Australia/New Zealand Standard AS/NZS ISO31000. Key to this framework is the identification of significant risks which required action to reduce the level of risk presented to Council and the Community to tolerable levels. Council's Risk Management Policy that in order to provide services to the community:

"Council must accept and take some level of risk. Council therefore has some appetite for risks which need to be taken in order to:

- a. improve efficiency, reduce costs and/or generate additional sources of income;*
- b. develop and maintain Council assets; and*
- c. maintain and, where necessary, improve levels of service to the community."*

Nevertheless:

"While the level of risk that is acceptable will be assessed and determined on a case by case basis, as a public authority, Council has a natural and in some cases statutory predisposition to a conservative attitude to risk. In particular Council has little or no tolerance for risks which bring a moderate or higher likelihood of any of the following events or circumstances occurring:

- a. a significant negative impact on Council's long term financial sustainability;*
- b. a major breach of legislative requirements and/or significant successful litigation against Council;*
- c. compromised safety and welfare of staff, contractors and/or members of the community;*
- d. significant and irreparable damage to the environment;*
- e. major disruption to the delivery of key Council services;*
- f. widespread and sustained damage to Council's reputation;*
- g. significant adverse impact on Council's ability to recruit and retain staff."*

Integrated risk management principles will be applied to Council's asset management practices throughout both strategic and operational processes. It is important that risk management practices are consistent and documented across all of these processes. To ensure this consistency while minimising duplication, the Asset Management Risk Guide (shown in flow chart below) defines how the risk management processes are integrated both strategically and operationally.

Each group of asset custodians are responsible for maintaining a risk register to assist in the identification of significant risks for their asset

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class. These detailed Risk Registers feed relevant risk information and risk treatment actions into both the Asset Management Strategy and Asset Management Plans.

Those significant or critical risks with unacceptable levels of uncontrolled risk will be monitored via the Significant Risk Register, which requires a detailed risk treatment plan to be completed for each significant risk to assist in bringing the risk to an acceptable level.

Council's Audit and Risk Coordinator provides ongoing assistance to the asset custodians, including training and technical assistance throughout the risk management process. The Audit and Risk Coordinator is also responsible for Councils Business Continuity Plan. This Asset Management Strategy will also align with and support the Business Continuity Plan.

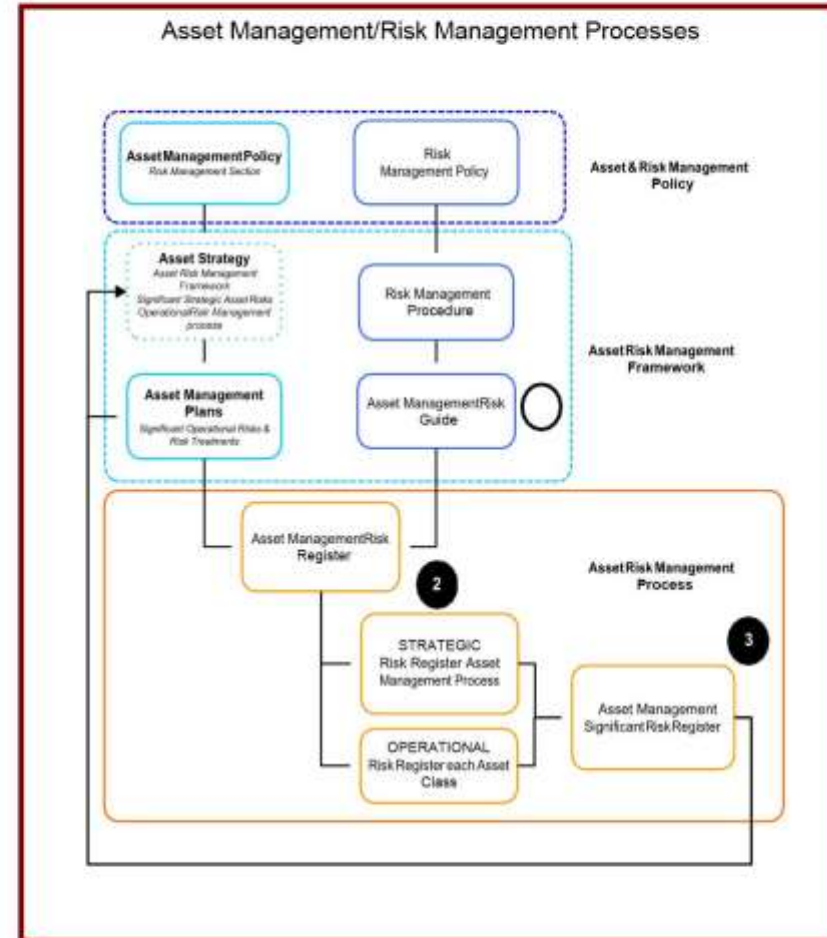


Critical Assets

Critical assets are those assets where the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. The following buildings are essential for Council's operations and outcomes and are considered critical assets;

- Administration buildings located at 257 and 256 Crawford Street Queanbeyan.
- Administration building located at 10 Majara Street Bungendore
- Administration building located at 144 Wallace Street Braidwood.
- Sewage Treatment Plant located at Nimrod Road Oaks Estate.
- Sewage Treatment Plant located 39 Bungendore Road Bungendore
- Sewage Treatment Plant located 26 Sandholes Road Braidwood
- Sewage Treatment Plant located off Jerangle Road Captains Flat
- Water Treatment Plant located 582 Tarago Road Bungendore
- Water Treatment Plant located 244 Sandholes Road Braidwood
- Water Treatment Plant located off Jerangle Road Captains Flat
- Works depots located at Queanbeyan, Bungendore and Braidwood.

The risks associated with these assets include public health and safety, business continuity and emergencies.



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Community Priorities

The creation of Queanbeyan-Palerang Regional Council in May 2016 with the merger of the former Queanbeyan City and Palerang councils has seen Council commence the collection of baseline data to ascertain community satisfaction and expectation in regard to the range of services it now provides. The previous council's had a tradition of undertaking service satisfaction surveys but comparability between the data collected was very limited.

Council commenced collecting region-wide data at the end of 2016 to start building up a new consistent database in respect of community satisfaction and service expectation levels across the new local government area. A survey was undertaken in August-September 2016. The purpose of the survey was "...to inform priority areas for the newly formed council to focus on." In recognition that service priority and expectation may differ in a spatial context within the newly formed local government area the survey was divided into four distinct geographical areas consisting of:

- The Queanbeyan-Jerrabomberra Urban Area
- The Urban Fringe area immediately around the Queanbeyan-Jerrabomberra Urban Area
- The Rural Villages (particularly Bungendore and Braidwood), and
- The remaining Rural hinterland

Additional data was collected by Council in a comprehensive Community Engagement Project which was undertaken over January-April 2017 to assist with the development of a new Community Strategic Plan for the Queanbeyan-Palerang Region.

The data arising from this project was also broken down into the four distinct geographical regions to allow for comparability.

The data from this project was also collected on a number of levels to provide community engagement information for the development of the new Community Strategic Plans, the development of an

Economic Development Plan, and the review of the Queanbeyan CBD Master Plan refresh.

Both community engagement projects have provided Council with baseline data on community satisfaction and expectation for service delivery. The 2016 survey highlighted the areas of priority where the community want to see Council putting their effort into asset management according to the distinct geographic zones.

The areas of emphasis the community highlighted were:

- Queanbeyan-Jerrabomberra
 - Water and sewerage services
 - Condition of the sealed roads
 - Condition of local streets and footpaths
 - Provision of community services
- Urban Fringe
 - Condition of sealed roads
 - Waste management
 - The appearance of public areas
- Rural Villages
 - Water and sewerage services
 - Condition of sealed roads
 - Access to community services
- Rural Hinterland
 - Condition of sealed roads
 - Maintenance of unsealed roads
 - Waste management

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Overall, in terms of asset management the 2016 survey highlighted the areas the community believes Council needs to improve in terms of service delivery as (not in order of priority):

- Sealed road maintenance
- Traffic management
- Recreational facilities
- Waste management
- Community facilities
- Public areas - general maintenance
- Parking availability
- Unsealed road maintenance

The 2017 Community Engagement Project identified six strategic priorities which the community would like QPRC to focus on:

- Maintenance of road infrastructure
- Provision and maintenance of the public realm
- Protection of the natural environment
- Adoption of sustainable and renewable energy and management of Waste
- A fair, transparent and accountable Council
- Land use planning that responds to local needs

The combined information collected from both community engagement projects has highlighted:

- That there is a very high community expectation that Council needs to put significant effort and resources into road maintenance (both sealed and unsealed).
- That there is a significant level of community dissatisfaction on the level of resources being put into the maintenance of public realm infrastructure and that they would like to see more resources committed to this.
- The community wants to see a higher emphasis placed on the provision of and maintenance of recreational facilities.

Further work needs to be undertaken by Council to ascertain the level of support for the provision of additional funding to provide greater resources to implement the above list.

Council also needs to quantify if there is a desire to undertake trade-offs in respect of the reduction of other services or service levels if there is no desire to provide additional funding.

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Revaluation

NSW Office of Local Government mandated that councils are required to value their infrastructure assets at fair value in accordance with Australian Accounting Standard AASB 116.

Asset revaluations are also required for-

- Asset management decision making.
- Determining funding requirements.
- Risk management.
- Financial reporting.

Council also takes the opportunity to review all its asset data, e.g. – dimensions, creation date, useful life, remaining life, condition etc. during revaluation processes.

Infrastructure assets that are re-value:

- Transportation assets (Roads, Kerb & Gutter, Paths, Car-parks, Bridges)
- Storm-water assets
- Sewer assets
- Building assets
- Water assets
- Parks & recreational assets
- Land assets (unimproved, land under roads, road reserves).

Frequency of revaluation: Every 5 years.

For Water & Sewer assets, indexation is applied every year in between 5 years revaluation.

Valuation conducted by: Primarily with internal resources. External expertise might be used where required.

Revaluation methodology: Depreciated Replacement Cost methodology.

The steps are-

- Define component level in the asset register – generally, the valuation component level should be that at which it is intended to replace the assets. Asset hierarchy/component levels are defined in TRIM document C14101062.
- Develop asset register/ valuation spreadsheet: Council's current asset register is Conquest. The asset data is extracted from Conquest in an XL spreadsheet with all relevant attributes. This spreadsheet is updated with all revaluation data and prepared to upload the revalued data back in Conquest. The asset data required for valuation exercises are mainly–
 - Length/width/area
 - Number/quantity
 - Material
 - Size/capacity
 - Create date
 - Condition
 - Useful/remaining life
 - Unit rate/ Replacement cost etc.

The attribute data are reviewed and updated as required to complete the revaluation processes.

- Standardise unit rates to calculate replacement cost

Unit Rates are derived from:

- Schedules of rates and quantities provided by tenderers for capital works during the past or current financial year.
- Schedule of rates and quantities supplied by subdivision developers during asset handover for the past or current financial year.
- Actual costs for the project undertaken by Council's works depot.
- External rates from other councils or contractors or other reasonable sources (like bridges etc).
- The unit rates for water, sewer and stormwater are used from NSW Office of Water "Reference Rates manual".

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- The "Rawlinson's Australian Construction Handbook" is used to derive unit rates for building revaluation.
- External expertise, Valuer General's values and actual market values are used for land valuation.
- Assess residual value for components: Council currently recognise residual values for road base only. The residual value calculation are shown in TRIM document C15102302.
- Assess useful & remaining life: Council has standardised the useful life of infrastructure assets in component levels (TRIM Document - C14101062). Council also conducts regular condition assessment of some asset groups. Condition assessment processes are documented in TRIM Document C14153846. Council has also developed business rules to reassess/update remaining useful life with existing asset condition (TRIM Document - C14101061). During asset revaluation, the remaining useful life gets updated. Create dates are also verified in conjunction with other adjacent assets create date, from staff with local knowledge, aerial map etc.
- Determine depreciation method: Generally straight line depreciation method is used to calculate depreciation. However the remaining life is adjusted with the asset condition for those asset groups with available condition data.
- Calculate Depreciated Replacement Cost (DRC) and Annual Depreciation: For straight line depreciation:

Current Replacement Cost = Asset Quantities X Unit Rate

Depreciable Amount = Current Replacement Cost – Residual Value.

Accumulated Depreciation = Depreciable Amount X Age / Total Useful Life

Depreciated Replacement Cost = Current Replacement Cost – Accumulated Depreciation

Annual Depreciation = Depreciable Amount / Useful Life

Council has engaged consultants to revalue all classes of asset at 30 June 2017, to establish a consistent approach to fair value for all assets of the new entity. All asset revaluation reserves will be removed at that time.

Note: Assets generated from Capital works for the year of revaluation are not revalued.

Ref:

1. International Infrastructure Management Manual
2. Australian Infrastructure Financial Management Manual
3. Promapp process – 'Asset revaluation process'.

Funding

Reference is made to Council's Financial Strategy adopted 25 January 2017 (Trim Reference: C1726839)

Spending on assets is based on the following:

- Operational expense is providing the service supported by the assets, such as mowing grass on a sporting field or cleaning public toilets.
- Maintenance expense is the expenditure on existing assets which is periodically or regularly required to ensure that a council's existing assets achieve their economic life or period of service between renewal, such as filling potholes or grinding footpath surfaces.
- Enhancement capex is the cost of expanding the service capacity of a council's infrastructure assets beyond their current capacity. It usually involves extending or expanding the council's assets as the service requirements of its community grows, such as the duplication of lanes in an existing road or constructing a new regional sports facility.
- Renewals capex is the cost of restoring the condition (and service capacity) of a council's existing infrastructure assets to 'as new' standard when such restoration falls due at the end of these assets' useful/economic lives, i.e., when an asset degrades to its intervention condition level, being the

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condition level at which a council's asset managers consider an asset should be renewed/replaced. This includes resealing roads or replacing water mains.

- Rehabilitation capex is the cost of restoring the condition (and service capacity) of a council's existing infrastructure assets as a result of past deferrals of programmed maintenance and/or renewals. Rehabilitation capex means capital expenditure aimed specifically at reducing a council's existing infrastructure backlog

Standards and Legislation

Several standards apply to the design, construction and operation of assets. These are distinct from the asset standards preferred through community survey and determined in setting levels of service and associated budgets by the Council.

The standards below are typical of those to maintain licences or risk accreditation with insurers.

- Australian Drinking Water Guidelines.
- Councils Drinking Water Quality Management Plan.
- Public Health Act 2010.
- Local Government Act 1993.
- Local Government (General) Regulation 2005.
- Roads Act 1993.
- Environmental Protection License – Googong Water Recycling Plant.
- Environmental Protection License – Queanbeyan Sewage Treatment Plant.
- Environmental Protection License – Bungendore Sewage Treatment Plant.
- Environmental Protection License – Braidwood Sewage Treatment Plant.
- Environmental Protection License – Captains Flat Sewage Treatment Plant.
- State Wide Mutual Risk Management Guidelines:
 - Bitumen and Asphalt Resurfacing

- BMX Tracks
- Event Management
- Footpaths
- Playgrounds
- Risk Assessment and Control
- Risk Identification
- Risk Management Awareness
- Risk Management Systems
- Roads
- Saleyard Operations
- Shared Paths
- Signs as Remote Supervision
- Skateboard Facilities
- Sporting Facilities
- Stormwater Management Facilities
- Trees and Tree Roots



Council's Vision, Goals and Objectives – Our Future

This Asset Management Strategy is prepared to achieve the vision, aspiration and long term objectives of our community and identified in our Community Strategic Plan. The table below shows the link between the community strategic plan and this Strategy;

Theme	Community Aspiration	Long Term Objective	Services Supported by Assets	Integration with asset class
Community	A vibrant and active Queanbeyan-Palerang	A safe, harmonious, happy and healthy community leading fulfilled lives	Pedestrian access. Bicycle access. Sporting facilities. Parks. Bushland reserves.	- Parks & Recreation - Footpath/bicycle path
Choice	A prosperous Queanbeyan-Palerang	A diverse, resilient and smart economy that creates choice and job opportunities	Administration. Community meeting places. Recreation. Parks. Economic development.	- Buildings - Parks & recreation (E.g. - lifestyle precinct)
Character	A sustainably managed Queanbeyan-Palerang	A clean, green community that cherishes its natural and physical character	Stormwater management. Stormwater cleaning. Showground. Sporting facilities. Parks. Bushland Reserves.	- Stormwater drainage system - Parks & recreation (e.g. – showground facilities) - Buildings (e.g. - The Q)

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Theme	Community Aspiration	Long Term Objective	Services Supported by Assets	Integration with asset class
Connection	A connected Queanbeyan-Palerang	A well connected community with good infrastructure enhancing quality of life.	Roads. Bridges. Paths. Cycleways. Carparking. Traffic safety. Road Safety. Plant and Fleet. Depot and Workshop. Drinking Water. Sewer. Stormwater. Waste. Buildings.	- Roads/Transportation (inc. Car-parks, Bridges, Footpaths/ bicycle paths) - Buildings - Parks & Recreation - Stormwater drainage - Water infrastructure - Sewer infrastructure
Capability	A well governed Queanbeyan-Palerang	A capable organisation that leads a community which is engaged and participative.	Regional development. Human resource management. Resource management. Community engagement. Integrated Planning and Reporting	- Roads (cross border issues) - Water (cross border issues) - Sewer (cross border issues) - Buildings (e.g. – Market place, City Square, hub to implement digital strategy)



Asset Class Service Level and Lifecycle Management Transportation

Council's road and transport network comprises roads, footpaths, car parks, kerb and gutter, bridges and road structures and street furniture assets. These assets are maintained by Council's Community Connections portfolio. All asset information pertaining to each group is contained within Council's asset registers and further detailed information on our roads is held within Council's Pavement Management System (SMEC).

Council's road and transport assets are currently valued at \$809Million and the carrying amount (WDV) is \$592Million as at 12 May 2016. Council also engaged an independent consultant to review Council's asset data and infrastructure backlog. The infrastructure backlog for roads and transport assets has been reviewed and the backlog is currently \$10.8Million based on 2015/2016 data.

Service level expectation

That there is a very high community expectation that Council needs to put significant effort and resources into road maintenance (both sealed and unsealed).

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review asset condition, agreed intervention levels, and renewal and maintenance expenditure. Where necessary funding will be reallocated to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced and FFF benchmarks are managed. The Financial Strategy introduced the principle of 'Narrow the Gap', aimed to progressively align asset maintenance, renewal and debt expenditures to the revenue raising capacity of general rates and utility charges. Council has established a MoU with the ACT Government, taking a best for region/borderless infrastructure approach to transport and utility network connections.

The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.

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Stormwater

Council's stormwater network comprises pipes, pits, headwalls, gross pollution traps and open channels. These assets are maintained by Council's Community Connections portfolio. All asset information pertaining to each group is contained within Council's asset registers and further detailed information is held within Document Management system.

Council's stormwater drainage data reported in Note 9a of Council's Financial Statements 2015/16, is based on the previous revaluation completed in 2015. Council has developed a business rule to conduct CCTV inspections for pipes with diameters greater than and equal to 600mm. Serviceability based on visual performance during storm events will drive the need for local structural condition assessment for pipes below 600mm dia. Moreover, critical infrastructures around hospitals, aged care centres and emergency services will be inspected regardless of size.

Council's Stormwater assets are currently valued at \$176Million and the carrying amount (WDV) is \$107Million as at 12 May 2016

Service level expectation

The community expects Council to maintain the stormwater system to ensure that it performs in the way that it has been designed. Ongoing expenditure on stormwater maintenance is required to deliver this expectation.

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review renewal and maintenance expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.



Water

Council's water supply and reticulation network comprises dams, bores, pumps, reservoirs, pipes, hydrants, valves and water meters. These assets are maintained by Council's Community Connections portfolio. All asset information pertaining to each group is contained within Council's asset registers and further detailed information on our water supply networks is held within Council's water modelling software.

The water asset data reported in Note 9a of Council's Financial Statements 2015/16 is based on the previous revaluation completed in 2012 and annual indexation conducted between revaluations.

Council's water supply assets are currently valued at \$203Million and the carrying amount (WDV) is \$116Million as at 12 May 2016.

Service level expectation

The community expects Council to maintain the water supply system to ensure that it performs in the way that it has been designed. Ongoing expenditure on water supply maintenance is required to deliver this expectation. Council will also deliver water in accordance with the requirements of the Australian Drinking Water Guidelines and Council's Drinking Water Quality Management Plan.

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review renewal and maintenance expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.



Sewer

Council's sewerage asset comprises pipes, pumps and treatment facilities. These assets are maintained by Council's Community Connections portfolio. All asset information pertaining to each group is contained within Council's asset registers and further detailed information on our water supply networks is held within Council's sewer modelling software. The sewerage data reported in Note 9a of Council's Financial Statements 2015/16 is based on the previous revaluation completed in 2012 and annual indexation conducted between revaluations. Council's sewerage assets are being revalued as part of the fair valuation requirements. The revaluation will be conducted as at 30 June 2017.

Council's sewer network assets are currently valued at \$285Million and the carrying amount (WDV) is \$145Million as at 12 May 2016.

Service level expectation

The community expects Council to maintain the sewer network to ensure that it performs in the way that it has been designed. Ongoing expenditure on sewer network maintenance is required to deliver this expectation. Council will meet the conditions of the following Environmental Protection Licenses:

- Queanbeyan Sewage Discharge License
- Braidwood Sewage Discharge License
- Bungendore Sewage Discharge License
- Captains Flat Sewage Discharge License
- Googong Sewage Discharge License
- Googong Recycled Water Quality Management Plan

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review renewal and maintenance expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced. The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.



Buildings

Council's building asset class is separated into operational, community and commercial asset groups. Operational buildings include Council offices and depots while commercial assets consist of council owned and leased properties. Community buildings comprise public toilet amenities, libraries, child care centres, halls, community centres, clubhouses and shelters. All asset information pertaining to each group is contained within Council's fair valuation register.

Council's building asset data, reported in Note 9a of Council's Financial Statements 2015/16, is based on the previous revaluation completed by a registered valuer in 2013.

Council's building assets are currently valued at \$111Million and the carrying amount (WDV) is \$63Million as at 12 May 2016.

Service level expectation

The community expects Council to maintain its buildings to ensure that they perform in the way that it has been designed. Ongoing expenditure on building maintenance is required to deliver this expectation.

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review renewal and maintenance expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.



Recreational Facilities

The Recreational Facilities comprises all assets within our sports fields, parks and bushland locations. Asset groups within these areas include ovals, playgrounds, playing courts, walking tracks and fire trails. These assets are maintained by Council's Natural and Built Character portfolio. All asset information pertaining to each group is contained within Council's asset registers.

Council's Recreational Facilities assets are currently valued at \$35Million and the carrying amount (WDV) is \$25Million as at 12 May 2016.

Service level expectation

The community expects Council to maintain recreational facilities to ensure that they perform in the way that they have been designed. Ongoing expenditure on recreational facility maintenance is required to deliver this expectation.

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review renewal and maintenance expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.



Recycled Water/Waste Assets/Other Structures

The Recycled water, Waste assets and other structures assets comprises all assets within our recycled water, waste transfer stations and other miscellaneous structures. Asset groups within these areas include waste transfer stations, waste landfills, garbage management facilities, recycled water reservoirs, pipes and meters, bus shelters and other structures. All asset information pertaining to each group is contained within Council's asset registers.

Council's Waste and Other Structure assets are currently valued at \$13Million and the carrying amount (WDV) is \$8Million as at 12 May 2016.

Service level expectation

The community expects Council to maintain these assets to ensure that they perform in the way that they have been designed. Ongoing expenditure on maintaining these assets is required to deliver this expectation.

Life Cycle Management

Council's infrastructure assets information are recorded in the Asset Management Information System (AMIS) currently, Conquest & Assetic; and in ArcGIS as the mapping system. SMEC pavement management system is also used for further road prediction modelling. Council also uses TechOne as the financial management system. AMIS & Finance system are manually aligned at the end of each financial year. Council is currently in the process of procuring a new system which would be synchronised/integrated automatically with finance & asset information.

Future directions

Council will continue to review renewal and maintenance expenditure and where necessary reallocate funding to ensure these assets are maintained to community expectations and the infrastructure backlog is reduced.

The condition assessment program will continue for these assets and the asset register will be updated on a regular basis.



How will we get there?

The Asset Strategy aims to:

- Rehabilitate required infrastructure whose condition has fallen below an acceptable standard (i.e. the 'backlog');
- Renew required infrastructure when it falls below agreed minimum standards in future;
- Align the rate of asset renewal expenditure and/or placement into an infrastructure reserves, to the consumption or degradation of those assets (ie depreciation)
- Expand the total infrastructure stock by enough to cope with residential and business growth as informed by Council's asset strategy and demographic projections;
- Identify those core services that would be quarantined from any cost cuts to help fund infrastructure rehabilitation and renewal, or be subject to specific SRVs;
- Fund these initiatives through adequate revenue measures, operational savings, re-ordering spending priorities, asset leases or disposals and extra borrowings;
- Fund infrastructure maintenance and renewals from operating revenue and rehabilitation and enhancements from budget surpluses, capital revenues and borrowings in accordance with a 'narrowing the gap' strategy;
- Ensure that the outcome by year 10 complies with sustainable financial targets (e.g. the LGI recommended minimum surplus ratio and maximum broad debt ratio);
- Borrow sufficiently between now and 2024/25 to help fund infrastructure renewal under the Responsible Scenario;

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- Use debt and movements in cash reserves to help 'smooth' large injections of assets renewal or upgrades across several years;
- Place cash surpluses following annual audit into an infrastructure reserve.

On this basis, asset renewals will be scheduled around the adopted Intervention Condition Levels (eg level 8 for footpaths) to return the assets to good condition and the ability to support agreed service levels.

The Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

No	Strategy	Desired Outcome
1	Revise Intervention Condition Levels (ICL), descriptors and indicative images per class of asset	Council and community awareness of indicative asset standards and levels of intervention to renew or replace assets.
2	Review the Asset Management Plans every 4 years to include at least a 10 year planning horizon all major asset classes.	Review of services needed by the community and the identification of required funding to optimise 'whole of life' costs.
3	Review and update asset management plans and long term financial plans after adoption of annual budgets. Asset works schedules aligned to development contribution plans. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
4	Report Council's financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against strategic objectives in Annual Reports.	Financial sustainability information is available for Council and the community. Asset register aligned to ss7.
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
6	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report.	Services delivery is matched to available resources and operational capabilities.
7	Ensure asset management, design and construction capabilities are retained and developed, and responsibilities for asset management are identified in the Asset Management Plans.	Responsibility for asset management is defined.
8	Work with CBRJO to establish regional infrastructure priorities and grant funding opportunities.	Oversight of resource allocation and performance.
9	Utilise technology and drones to improve asset 'smarts', survey, monitoring and performance	Drones utilised for survey and smart infrastructure considered in design and installed in new developments, in line with Smart City Strategy

Reporting and Assessment

Measuring our performance

The approach to assessing performance in relation to asset planning and measurement will be both quantitative and qualitative.

To assist councils in determining that the Integrated Planning and Reporting Framework (IPR) and guidelines have been met, the Office of Local Government has circulated a Self-Assessment Checklist. This forms part of the initial assessment around current asset management planning.

The development of key performance measures relating to the delivery of maintenance programs in the annual Operational Plans and subsequent reporting that will ensure the path to success is measured.

Reporting on these indicators will be the responsibility of all Asset Managers who have control of specific asset classes.

Ongoing periodic surveys with the community, gauging perceptions between satisfaction of built asset classes and services being provided, will be required. The ongoing use of community surveys will be tailored to include specific asset management issues to ensure relevance of the programs continues.



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Conclusion

Whilst significant work has been undertaken in providing more consistent asset management planning, continued diligence is required to allow ongoing improvements for all infrastructure assets under the Council's control and management.

This strategy, together with asset managers, custodians, staff and the community will allow a continued progression toward service excellence. Management techniques drawing on the financial, risk, environmental and social drivers will assist in providing an improved asset management performance by enabling Council to work with the community to ensure operations are better understood.

Although adopted as a 10year Asset Management Strategy, ongoing review of this document will be required and be guided by our community. Specifically, with review of the Community Strategic Plan, the development of each new Delivery Program and Resourcing Strategy every four years we need to ensure what we provide aligns with community objectives and priorities, and that the community understands the implications of these directions.



Appendix A - Queanbeyan Asset Management Policy 2010

Policy All Divisions	Asset Management Policy
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1. PURPOSE

To set guidelines for implementing consistent asset management processes throughout Queanbeyan City Council.

2. OBJECTIVE

To ensure adequate provision is made for the long-term replacement of major assets by:

- Ensuring that Council's services and infrastructure are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate Asset Management Strategies and appropriate financial resources for those assets.
- Creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining Asset Management awareness throughout the Council.
- Meeting legislative requirements for Asset Management.
- Ensuring resources and operational capabilities are identified and responsibility for Asset Management is allocated.
- Demonstrating transparent and responsible Asset Management processes that align with demonstrated best practice.
- Provide Asset Management information to assist with the financial reporting process.

3. SCOPE

This policy applies to all Council activities.

4. POLICY

The implementation of the Asset Management Policy will assist Council to ensure that assets are managed in a holistic and cost effective manner to meet the agreed and affordable service levels.


Implementation of Asset Management principles will result in full integration with all levels of corporate planning including Community Strategic Plan, Delivery Plan and Long Term Financial Plan. It will align existing asset conditions with the approved budgets. This will be achieved by providing more accurate forecasting for renewal, upgrade and replacement of assets in the future and matching resource requirements to suit. The information will be utilised in the development of the annual budgets and the Strategic Financial Plan for Council's consideration and adoption. This will ensure Council is aware of the asset renewal funding requirements for the Council and will assist in the prioritisation of asset renewal and asset creation projects.

The Asset Management Policy will be supported by the Asset Management Strategy which will provide key criteria to successfully implement Asset Management within Council.

A strategic approach to Asset Management ensures that the Council delivers the highest appropriate level of service through its assets. This provides positive impact on:

- Members of the public and staff;
- Council's financial position;
- The ability of Council to deliver the agreed level of service and infrastructure;
- The political environment in which Council operates; and
- The legal obligations and responsibilities of Council.

Queanbeyan City Council
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Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017 QPRC 

Policy
All Divisions

Asset Management Policy

5. PRINCIPLES

Council will take into consideration the following principles to determine Asset Management decisions.

5.1. Level of Service

- (a) Consult with the community and key stakeholders on determining Levels of Service and asset service standards.
- (b) In accordance with its Council Plans (e.g. Community Strategic Plan, Delivery Program & Operational Plan) and Long Term Financial Plan, provide quality infrastructure assets that support service levels that are appropriate, accessible, responsive and sustainable to the community.

5.2. Demand Forecasting

- (a) Developing sustainable and effective management strategies for the long term including demand analysis covering changes in legislations and demographics.

5.3. Life Cycle Planning

- (a) Life Cycle Asset Management is fundamental to the achievement of the Council Plan (e.g. Community Strategic Plan, Delivery Program & Operational Plan) and Council's Long Term Financial Strategy Plan.
- (b) The decision to fund capital projects will be based on agreed criteria for the evaluation and prioritisation of Capital proposals. This will include those projects suggested by the community.
- (c) Setting the priority for asset management in descending order as follows:
 1. Asset renewal,
 2. Asset upgrade, and
 3. Asset extension.

5.4. Risk Management

- (a) Resources and priorities for Asset Management practices will include a risk assessment.

5.5. Financial Management

- (a) The amount of renewal funding required to maintain agreed & affordable service levels will be reflected in Council's Long Term Financial Plan.
- (b) The provision of funding for new projects will only be considered after renewal requirements are identified and considered.
- (c) Prior to consideration of any major new works, renewal or up-grade to an asset, a critical review, based on demonstrated service needs will be undertaken and the "whole of life" costs of that asset will be reflected in Council's Long Term Financial Plan.
- (d) Decisions today impact on future generations.
- (e) The provision of data & information to enable the council to make its financial reporting obligations in accordance with the Local Government Act 1993.

6. ROLES AND RESPONSIBILITIES

The responsibilities and relationships associated with Asset Management are:


The Council

- To act as overall stewards for infrastructure assets that are owned or controlled by Council.

Queanbeyan City Council
Page 3 of 6

Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017 

Policy	Asset Management Policy
All Divisions	<ul style="list-style-type: none">To adopt the corporate Asset Management Policy and Strategy.To agree to levels of service, risk and cost standards via the annual Business Planning process, andTo approve appropriate resources for asset management activities in the Long Term Financial Plan and the annual budget.
Executive Management Group	<ul style="list-style-type: none">To foster and support the cross-functional Asset Management Policy.To ensure that accurate and reliable information is presented to Council for decision-making, andTo ensure that adequate resources are provided to implement approved Asset Management Strategies and plans.
Asset Managers/Owners	<ul style="list-style-type: none">To monitor and review the implementation of the Asset Management Policy and Asset Management Strategy.To represent the key asset management functions, e.g. Infrastructure Planning, Maintenance and Construction, Finance, Community Engagement and direct service provision such as Recreation and Community Services.To monitor the development and implementation of the Asset Management Practices Improvement Strategy.To provide guidance to develop long term (whole of life) Asset Management Plans for major asset groups.To ensure the community needs and expectations are considered in the development of Asset Management Plans.To review the performance of asset management programs such as maintenance programs and capital works programs.Ensure efficient and effective use of Council funds and optimising "life cycle" cost of all assets.Promote and raise awareness of asset management to the Council, staff, key stake-holders and the community.To provide advice on City structure plans, land use planning and major (subdivision) developments, andi. To evaluate and prioritise Capital Works projects on Council-owned and controlled land and recommend the annual and long term program to the Executive Management Group.

Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017 

Policy
 All Divisions

Asset Management Policy

POLICY:-		
Policy No:		
Policy Title:	Asset Management Policy	
Date Policy was adopted by Council:	26 May 2010	
Resolution Number:	125/10	
Previous Policy Review Date:	August 2013	
Next Policy Review Date:	July 2016	
PROCEDURES/GUIDELINES:-		
Date Procedure/Guideline (if any) was developed:	Nil	
RECORDS:-		
Container Reference in TRIM: Policy	SF080616	
Container Reference in TRIM: Procedure		
Other locations of Policy:	Intranet (linked to TRIM Container)	
Other locations of Procedures/Guidelines:	Nil	
DELEGATION (if any):-		
	Nil	
RESPONSIBILITY:-		
Draft Policy developed by:	Asset Planning Engineer	
Committees (if any) consulted in the development of the Draft Policy:	Asset Management Working Group (AMWG)	
Responsibility for Implementation:	Group Manager, City Infrastructure	
Responsibility for Review of Policy:	Group Manager, City Infrastructure	
INTEGRATED PLANNING FRAMEWORK:		
Community Strategic Plan:	Strategic Priority No. 4, 5	
Delivery Program Title:	Engineering Planning	
Operational Plan:	Program No. 204	
Senior Authorising Officer	Position General Manager	Signature/Date  27 May 2010

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Policy
 All Divisions

Asset Management Policy

ACTION	COUNCIL MEETING DATE	RESOLUTION NUMBER	REPORT ITEM NUMBER
NEW/RECONFIRMED/AMENDED			
New	28 January 2009	018/09	15
Amended	26 May 2010	125/10	11

DATE REVIEWED	REVIEWER POSITION	REVIEWER NAME
11 April 2012	Asset Planning Engineer	Ahm Raji-uz-zaman
August 2013	Manager Engineering Services	Derek Tooth

Appendix B - Palerang Asset Management Policy 2006.

Palerang Council

Asset Management Policy

ASSET MANAGEMENT POLICY

PURPOSE

The purpose of this policy is to provide and promote a co-ordinated framework for the responsible management of all of Council's physical assets. This policy will support the development, management and maintenance of an asset management strategy, improvement programme and asset management plans for the Palerang local government area.

ORGANISATIONAL CONTEXT

Palerang Council is committed to implementing a systematic asset management methodology in order to undertake the most appropriate asset management practices across all areas of Council. This includes ensuring that assets are planned, created, operated, maintained, replaced and disposed of in accordance with Council's priorities for service delivery.

Council owns and controls a range of assets including roads, bridges, drainage systems, buildings, recreation facilities, plant & vehicles, water supply systems and sewerage schemes. The written down value of these assets is recorded at \$107 million at 30 June 2006. The current replacement value however has not as yet been assessed for the new Palerang Council.

The importance of infrastructure assets to the Palerang community and their significance to Council budgets means that asset management must be at the centre of Council's strategic and financial planning. Failure to carry out effective and efficient asset management will result in failure to meet the present and future needs of the community. Hence, asset management impacts directly on the core business of Council, and appropriate asset management is fundamental to achieving Council's vision of 'providing the best in village and rural living'.

The development of appropriate Asset Management Plans is particularly important for Palerang Council which was formed in 2004 as an amalgamation of one Council with parts of four other Councils. Current information on the existing collated asset base needs to be verified, especially condition assessment, service life, asset value and an understanding of short and long-term funding requirements.

Asset Management (A.M.) will support the objectives of Council's corporate plans, and will ensure that Council delivers an appropriate level of service through its assets, consistent with community expectations, legislative requirements and funding constraints. This will benefit:

- Members of the public;
- Councillors and Council staff;
- Council's financial position;
- The delivery of reasonable levels of service and infrastructure;
- Council's relationship with other tiers of government;
- Council's ability to comply with its legal responsibilities.

The ongoing development of asset management is seen as a partnership between Council and the community.

A. M. VISION

"To ensure the provision of safe, environmentally sensitive and cost-effective infrastructure that is developed and maintained to meet the current and future needs and expectations of the community."

Queanbeyan-Palerang Regional Council Asset Management Strategy Draft 9 June 2017

*Palerang Council**Asset Management Policy***A.M. OBJECTIVES**

Palerang Council will seek to achieve its AM vision, by applying the following objectives:

1. Gathering and recording information about Council's assets in detailed asset registers linked to Council's Geographical Information System (GIS).
2. Ensuring that Council's services and infrastructure are provided reliably, with the appropriate levels of service to residents, visitors and the environment.
3. Safeguarding Council's assets and managing risk by implementing appropriate asset management strategies, and appropriate application of financial resources for the treatment of those assets.
4. Having processes in place to establish priorities and allocate funds.
5. Creating an environment where all Council employees will play an integral part in overall management of Council assets.
6. Meeting legislative compliance for asset management.
7. Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
8. Demonstrating transparent and responsible asset management processes that align with the most appropriate practices.

A.M. PRINCIPLES

- A consistent framework must exist for implementing systematic asset management and most appropriate asset management practices throughout all areas of Council. This will be achieved by the development and maintenance of Asset Management Plans for each asset category.
- Outcomes must be capable of being integrated at an organisational level for reporting purposes.
- Relevant legislative requirements and political, social, environmental and economic influences are to be taken into account in asset management.
- There will be an integration of asset management within existing planning and operational processes.
- Wherever possible, predictive modelling will be used to develop and implement appropriate preventative maintenance programs to ensure that lowest net life cycle cost is achieved and asset service potential is optimised.
- Systematic and cyclic reviews will be applied to all asset classes and will ensure that the assets are inspected, managed, valued and depreciated in accordance with appropriate practice and applicable standards.
- Useful lives will be given to each of these assets with the written down value and depreciation value determined in accordance with the current applicable accounting practice.
- Asset valuations will be calculated using a method that reflects the true consumption of the asset.
- Utilisation of restricted asset reserves and annual allocations to these will provide means to achieve long-term funding strategies for the replacement/renewal of assets.

ROLES AND RESPONSIBILITIES

Councillors are required to act as custodians of community assets; set asset management policy; set levels of service, risk and cost standards; review and approve the annual budget and ensure available resources are allocated to manage the assets.

General Manager has overall responsibility for developing asset management systems, managing policies and procedures and reporting on the status and effectiveness of asset management within Council.

Directors and Section Managers are responsible for implementing asset management systems, policies and procedures.

Asset Management Working Group comprises infrastructure planning, works, finance and IT staff. This group will develop and monitor an asset management policy and strategy and prepare and maintain asset management plans.

Employees with management or supervisory responsibilities will be held accountable for the management of assets within their areas of responsibility as determined under the asset management plans.

DEFINITIONS

Asset

A physical item that is owned or controlled by Council, and provides or contributes to the provision of service to the community.

Asset Management

The processes applied to assets from their planning, acquisition by Council, operation, maintenance, replacement and disposal, to ensure that the assets meet Council's priorities for service delivery.

Asset Management Plan

A plan developed for the management of an infrastructure asset or asset category that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset. The Asset Management Plan establishes, for each Asset Category:

- a. Levels of Service (performance, construction, maintenance and operational standards);
- b. Future Demand (rational basis for demand forecasting and selection of options for proposed new assets);
- c. Life Cycle Management Plan (including Operations and Maintenance, Renewals and Replacements, and Expansion and Upgrades);
- d. Financial Projections;
- e. Asset Management Practices; and
- f. Performance Monitoring and Improvement.

Appropriate Practice

The application of best practice processes in asset management, taking into account the cost and systems that are appropriate to meet the required service levels.

Level of Service

Identified standard for service delivery that is set with the aim of meeting community expectations in relation to the quality and quantity of services delivered by Council.

Risk

Probability and consequence of an event that could impact on the Council's ability to meet its corporate objectives.

Asset Register

The data source that records information on individual assets, including their description, location, capacity, replacement cost, depreciation, and condition.

RELATED DOCUMENTS

This policy should be read in conjunction with:

- The Management Plan
- The Risk Management Plan
- The Asset Management Strategy (currently being prepared)
- Individual Asset Management Plans (as they are prepared)

AUDITS/REVIEWS

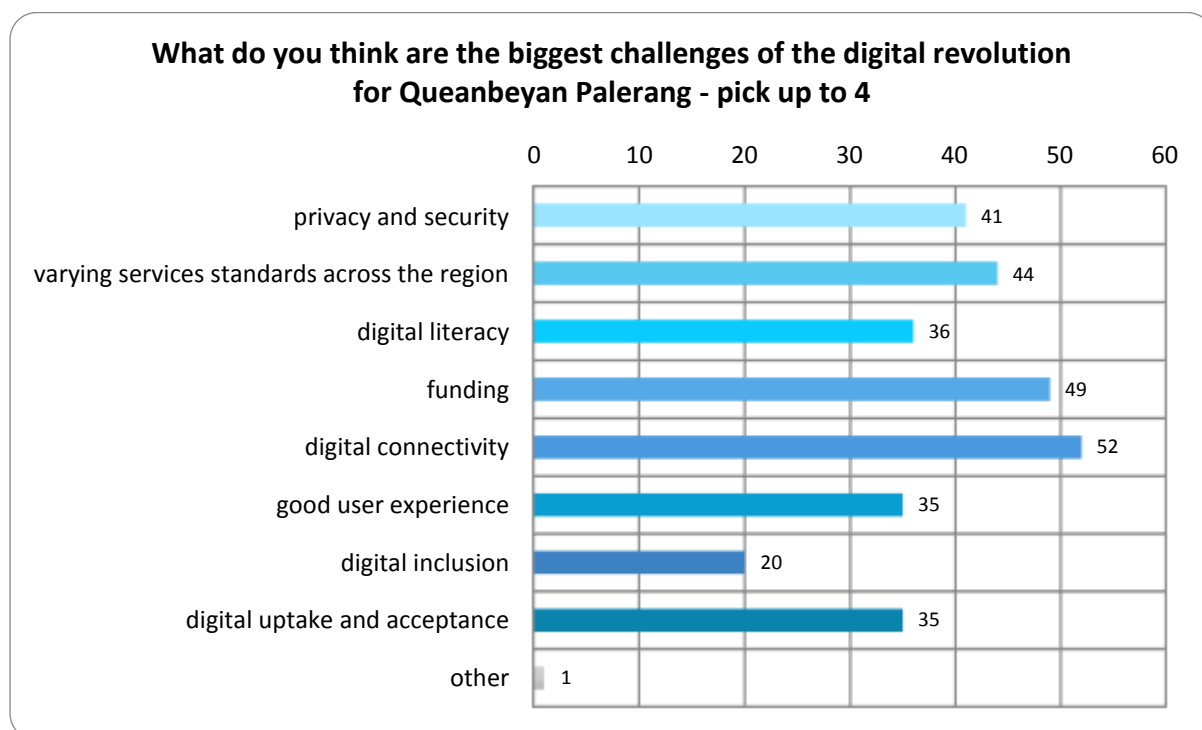
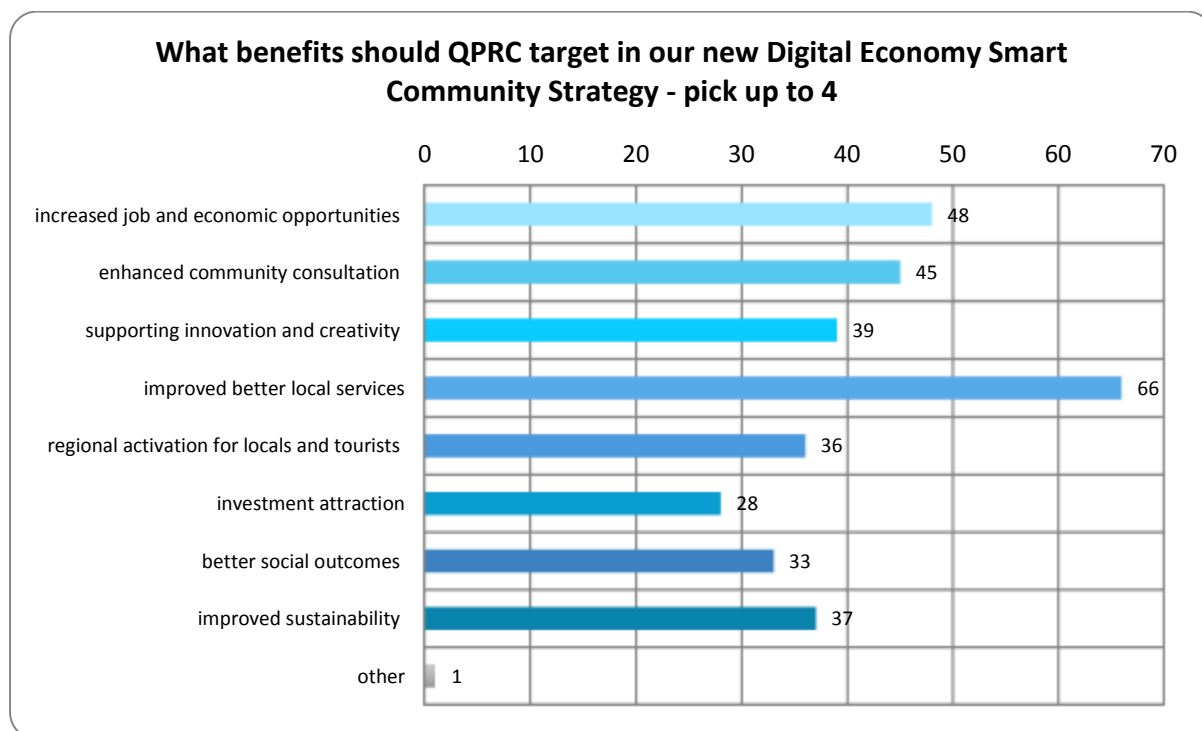
Monitoring and reviews associated with asset management will occur through:

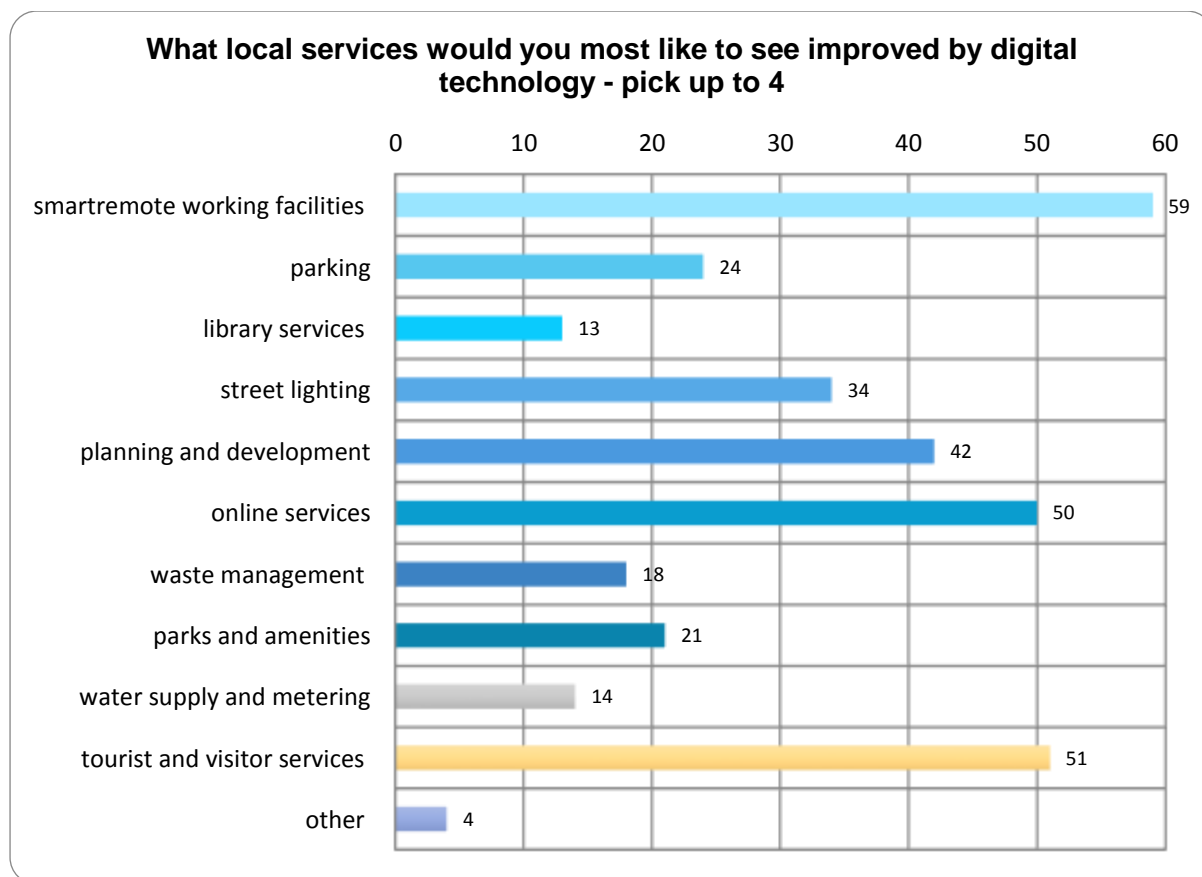
- Regular Internal audits
- Frequent Public consultation/feedback
- Annual reviews of strategies and plans.

This policy is to remain in force until otherwise determined by Council.

POLICY ADOPTED: 12 October 2006.

Digital Economy and Smart Community: Summary of Survey Results





QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 9.1 CHANGES IN THE MANAGEMENT OF CROWN LANDS

ATTACHMENT 1 CROWN LANDS UPDATE

MANAGING CROWN LANDS

An update for councils

JUNE 2017

With the new legislation coming into effect next year, this update will provide information on how we will work with you to deliver improved management of the State's vast Crown land.

Overview

Following the passing of the *Crown Land Management Act 2016* (the Act) in November 2016 and the *Crown Land Legislation Amendment Act 2017* in May 2017, a consolidated, modern piece of legislation will govern the management of Crown land in NSW.

The legislation implements reforms identified through the comprehensive review of Crown land management and follows over four years of engagement with the community on the future of Crown land.

The new framework will ensure that the Crown Estate continues to support and generate significant social, environmental and cultural benefits to the people of NSW.

What does it mean for councils?

The new Act will reduce red tape, duplication and the administrative burden on councils in their public land management role. It also provides councils with greater certainty about the legal requirements for managing Crown land.

It is anticipated that the majority of the Act will commence in early 2018.

There are no immediate changes. All current legislation remains in place until the new Act commences. Crown land and all Crown reserves will continue to be

administered in accordance with current legislation.

The Department of Industry, Lands & Forestry Division will regularly communicate with councils prior to the commencement of the Act.

Council management of Crown land

In response to concerns from councils about inconsistencies between management of Crown land and council owned land, the new Act allows councils to manage Crown land under the provisions of the *Local Government Act 1993* (LGA) for public land.

This will reduce the duplication and drain on resources experienced by councils resulting from the current dual legislative frameworks.

Categorising land use

Crown reserves managed by councils will generally be classified as community land under the LGA and categorised under the LGA, with the Minister for Lands' approval.



Figure 1. Council Crown land managers will be authorised to manage land in accordance with the *Local Government Act 1993*

Managing Crown land – an update for councils

With the Minister's consent councils may seek to classify Crown land which they manage as operational, where the land does fall within the categories of community land under the LGA or where classification as operational is required to allow the current land use to continue. This may be required in circumstances such as where Crown land is being used for long term residential accommodation or cemeteries.

Generally, councils will not need the Minister for Lands and Forestry's approval for dealings on Crown reserves. Instead, in most cases local councils will manage these reserves under the requirements for community land under the LGA.

Plans of management

The requirement under the LGA to have plans of management for each reserve will be phased in over time. Additionally, financial assistance will be available to assist with the costs of preparing plans of management. Further information about the funding assistance will be provided in the coming months.

Ministerial powers

Although local councils will generally be managing land under the LGA, the Minister for Lands and Forestry will retain important rights and powers including the ability to:

- make rules with which local councils must comply
- put conditions in local councils' appointment instruments, when appointing them as reserve managers
- remove local council managers.

Funding

To support the management and up-keep of reserves, councils will continue to be eligible to apply for grants from the Crown Reserves Improvement Fund (formerly the Public Reserve Management Fund Program).

Local ownership of Crown land

A key finding of the Crown Lands Management Review was that the NSW Government should continue to manage land of State significance. However, land of local importance should be subject to local level decision-making and this is best achieved by transferring these lands to local councils.

The new legislation allows land that is identified as being primarily land of local community value, for example local parks and sporting grounds, to be vested in councils.

The identification of land of local significance will be guided by local land criteria which is available on the website. It will also be detailed in regulations published later this year.

There are a number of safeguards associated with these legislative provisions.

- The Act explicitly requires council consent to any transfers. There will be no forced transfers of Crown land to council ownership – it will be entirely voluntary and by agreement. Councils will have the opportunity to consider the values of the land, including any resourcing implications, before agreeing to any voluntary land transfers.



Figure 2. Crown land that is considered likely to be local land includes land used mainly by the local community, such as parks, local sports fields and recreation centres.

Managing Crown land – an update for councils

- Any land subject to an undetermined Aboriginal land claim may only be vested in a local council with the consent of the claimant (either Local Aboriginal Land Council or the NSW Aboriginal Land Council).
- The Act allows for covenants to be placed on title to land. There may be circumstances where it is appropriate to put covenants on title to land that is vested in councils to restrict how the land is used and managed into the future. This will be considered on a case by case basis, as land is put forward for transfer of ownership, and will be subject to council agreement.

Once land is transferred, it is no longer Crown land and is held by council in freehold. Any income generated by that land will then be retained by the council.

Land negotiation program

In practice, vesting of local land to councils will be progressed through voluntary three-way negotiations involving the state, local councils and Aboriginal land councils under the Land Negotiation Program. This program is built on the findings of a Local Land Pilot program conducted in 2015.

Under the Land Negotiation Program, local councils and Aboriginal land councils will be invited to participate through an expression of interest process. Further details regarding the Land Negotiation Program will be provided as the program develops.

Upcoming updates

Our next update will include information on:

- native title
- provisions in the *Roads Act 1993* for Crown roads and council roads
- engaging the community on key decisions
- how we will engage with councils on implementation arrangements.

More information

For more information contact the Department of Industry, Lands & Forestry Division on 1300 886 235 or email legislation@crowmland.nsw.gov.au.

The Lands & Forestry Division website www.crowmland.nsw.gov.au also has updated information on the legislation.

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Disclaimer: The content of this publication does not constitute legal advice. You should seek legal or other professional advice before acting or relying on any of the content. The information contained in this publication is based on knowledge and understanding at the time of writing (June 2017). However, because of advances in knowledge, users are reminded of the need to ensure that information upon which they rely is up to date and to check currency of the information with the appropriate officer of the Department of Industry or the user's independent adviser.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 JULY 2017

ITEM 10.3 ROYALLA COMMON S.355 COMMITTEE MINUTES 15 MAY
2017

ATTACHMENT 1 ROYALLA COMMON S.355 COMMITTEE MINUTES 15 MAY
2017

ROYALLA Common s.355 Committee

Minutes of Meeting 56

Monday 15 May 2017, Paul Bombardiers Home 30 trail Place Royalla.

Meeting Start: 1910

1. **Attendees:** Helen Alexander, Paul Bombardier, Trevor Hicks, Michael Kitchen and Brendan Robinson.

The Chair welcomed all those attending.

2. **Apologies:** Cathy Rossiter, Dave Rossiter, and Jim Orman, Maryke Booth
3. **Confirmation of Minutes;** The minutes of the 55th Meeting held 10 Apr 2017, were confirmed. Moved: Brendan Secoded: Trevor
4. **Correspondence;** The list of correspondence for the month was circulated and is attached.
5. **Chair Report;** The Chair Paul Bombardier reported:

Chair Activities April/May 2017 meeting to May 2017 meeting.

With most of the work at the hall being internal, committee members passing on Royalla Drive may not be aware of the amount of work happening. Jurgen has put in considerable excellent work straightening, plumbing and squaring walls, installing sliding doors and fixing supports for hand rails in disabled toilets in preparation for the gyprock contractor. Following our last marathon meeting Cathy sent out her kitchen drawing and quote request to four kitchen companies and we should have responses by the May meeting. On recommendations from Jurgen and Council's Rod Stewart, Michael, Helen and I met at the hall with Bunnings Kaboodle kitchen designer who is also preparing a design and quote. Even with the Easter and ANZAC holidays much work has been achieved.

With Dave away on holiday we will not have the pleasure of receiving his usual detailed verbal report but following is my summary of main activities at the hall:

- Pre-sheet certification by Council was successfully carried out.
- First phase of internal plumbing was completed.
- Internal electrical wiring was installed.
- Water tank has been installed.
- Quotes for supply and installation of insulation were received and accepted.
- Quotes for the acoustic ceiling in the main hall were received and accepted.
- Insulation has been installed and wall and ceiling lining will be completed by the meeting.
- Quotes for the exterior stone work were requested and received.
- Pre-sheet inspection should be carried out by Council's certifier next week.
- Electrical supply connection has not been achieved as the contractor is still waiting for design approval from Essential Energy which should happen any day.

The Lock Up morning tea was held on 12 April with about 20 people attending including former Palerang mayor Pete Harrison and our architect for the hall Russell

Wombey. Pete Harrison had some very good words to say about the quality of the hall, the community work involved and the importance of having a completed building for obtaining future grants. Russell Wombey was very impressed with the quality of the building work to date.

While we have progressed considerably with internal work on the hall we still have much to complete including; internal trim, painting, concrete floor finishing, kitchen, meeting room carpet, external stone work, external paving, alfresco roof and landscaping.

6. Treasurers Report.

The Treasurer advised that:

The balance in the bank as at the as at the date of the meeting (15 May 17) was \$16755.47. There had been no withdrawals and no deposits. Withdrawal limit has been extended to \$10,000.

The committee had received the Stronger Communities Grant agreement and it had been signed by the Secretary/Treasurer, on behalf of the s355 Committee and returned to QPRC. The grant of \$32168 will be deposited in the Committees bank account in the next two weeks. This money is managed by the committee, not QPRC.

The Treasurers Report was accepted. Moved: Brendan Seconded: Helen

7. General Business.

a. Progress on the Hall.

1) Eaves are complete.

2). Plumbing. Gel Plumbing have been asked to proceed with the septic tank installation. Gel have run the water pipes, and completed the rain water down pipes. Pre-sheet certification by Council was successfully carried out. QPRC have advised that hot water to the toilets, as the hall as a whole can be classified as a food preparation area. Gel plumbing have placed an order on Reeces for all fittings.

It was agreed that Gel Plumbing be asked to recommend and supply a suitable water pump.

Action: Michael

3). Slab. As was previously agreed that the slab would not be further polished, but rather any cracks filled and the floor then sealed. Maryke advised that she used Densiproof followed by the Lustre shield purchased through CE Industries. Brendan has recommended Sikaflex material to fill floor cracks. Filling and sealing will occur when all other internal work in the hall has been completed.

Action; Brendon

4). Timber Frames. The frames and trusses have been completed. Jurgen carried out considerable straightening and more will be required before pre-sheet.

The two hollow core internal 2040x1020x35 (for the sliding doors to the small meeting room and the kitchen) were fitted by Jurgen prior to pre-sheet. The 2 hollow core internal 2040x820x35, for two of the store rooms, a door has been donated by Dave for the other store door, and the hollow core internal 2040x920x35 for the entry to the main hall room will be fitted in the next week.

Action: Paul and Jurgen

5). Windows. The windows and glass doors have been installed for some time. Some minor adjustments have been made. It was also agreed the doors in the main hall should slide from the centre to the right and left.

Action; Brendan

6). Cladding. Gel plumbing completed the cladding of the walls in March 2017. The area above the front door will require adjustment. Dave has water-proofed the base of the board behind the stone-work.

Action; Complete

7). Building Electrical: Brindabella Electrical, (BES) have installed all internal electrical wiring. Wiring has been installed for a power point to be suspended from the ceiling above the kitchen central bench. Power points have been provided under bench for fridge and future dish washer. The next phase of the internal electrical fit will be completed after painting.

Action Paul

8). Insulation: TJF have completed all insulation.

9). Lining/Gyprock; TJF have completed the lining and gyprock of the building. TJF Plastering have completed the acoustic insulation in walls between the toilets and the meeting room and the acoustic Gyprock ceiling to the centre of the hall.

A skip was provided by Veolia, under a QPRC contract.

Action: Complete

10) Electrical Grid Connection: Essential Energy have approved the design for the grid connection, and work is expected to start soon. Brendan will organise installing the draw wire from the fence to the hall. Gasniers are expected to complete the meter board and box, and the connection from the box to the hall at the same time as the work on the grid connection.

Action; Brendan

11) Kitchen. The revised layout plan of the hall kitchen prepared by Cathy, was sent with a request to quote to, M&M Kitchens, Pioneer Kitchens, Seamless Kitchens and Bunnings caboodle. Quotations received ranged in price from \$9690 to \$15587. Some

suppliers were not in a position to commence work for some months, and one Pioneer could not provide drawings or plans until after award of a contract.

On balance, considering, completeness of the offer, price and schedule, the committee agreed that Seamless provided a very good response and as they were in a position to proceed in June 2017, their offer should be accepted.

Before proceeding with Seamless it was agreed that in view of the effort expended, Brendan would approach M&M Kitchens to confirm their offer, or see if they could revise the price downwards. As well it was agreed that Brendan should approach another local supplier, Red Gum Joinery, to see if they were interested in quoting.

Action; Brendan

a). Central Island, with the island bench changed from a fixed in place island to moveable stainless benches with power from the ceiling above the bench, action will be required to purchase one or two benches.

Action; Paul

b). The second door. Jurgen has adjusted the timber frames on the north side of the servery to allow for a possible future door. This area is to be free of wiring from the floor to the top of a door and frame for the servery opening be adjusted to simplify the potential installation of a door if a future Committee decided to do so. The moving of the south side of the servery frame has not been done on Jurgen's advice that the existing south side servery frame is the double studded join of two wall frame panels, diagonal wall cross strapping crosses the area and the fixing of the floor plate to the concrete slab is in this area and this would potentially further reduce the stability of the wall.

c). Fridge Freezer. It was agreed that a larger upright fridge be placed on the wall to the right of the servery. Brendan is to look at fridge options. It was agreed that provision would still be made for a small under bench fridge and a small under bench freezer to be switched off above the bench.

Action, Brendan

d). Hot-water. Maryke has looked into the cost of solar hot water for the hall and details will be provided to Jim as a potential grant item.

Action; Michael, Jim.

12) External Stone Work. Quotations have been called from 6 potential suppliers. Responses are required by 21 Apr 2017. Brendan said he would give Paul the details of another stone mason who might be interested.

Action: Paul

13). Water Tank/s: One steel/metal water tank of 40,000ltrs has been installed. It was agreed that the top of the tank should be sealed. QPRC are to advise Rhino tanks to proceed with the sealing for \$385.

Action: Paul

14). Fit out.

a). Tiling of the toilets. Brendan advised Ian Burnie a local resident had volunteered to complete the tiling in the toilets at no charge for labour. Ian has some tiles available, but will need to obtain some additional tiles and adhesive and wet proofing. Materials are estimated to cost less than \$900. This offer includes splash backs.

Action Brendan

b). Skirting. Jurgen and Craig Owen are expected to complete the skirtings this week.

c). Internal Doors. Jurgen will install the remaining internal doors after the skirtings have been completed.

15). Painting. It was agreed that if funding allowed, the hall should be painted by a professional painter. Brenden volunteered to approach some painters he had worked with to see if they were interested.

The following colours were agreed;

All Internal Ceilings - ceiling white
All Internal walls - Antique White wash and wear (except main hall alcove, small stage)
Walls main hall alcove, small stage - Sand Diamond Quarter (Dulux) semi gloss
All Internal timber trim - Antique White gloss
Five external doors (both sides) - Carmen Miranda TR (Dulux A88) gloss
External door timber trim - Woodland Grey gloss (to match window trim)
Internal door to the hall - (both sides) - Carmen Miranda TR (Dulux A88) gloss
Three internal doors to storage cupboards - Antique White gloss
Two internal sliding doors Antique White gloss

b. Grants.

1). QPRC community grant. The Community grant has been approved and the agreement signed. The funds will be transferred to s355 account soon.

2) The following grant priorities have been agreed;

Hall Completion: Carpet, Curtains, Stonework to front and inside (Est 12K), AI Fresco (Est \$6K), Paving inc disabled ramps (Est \$25K), Solar Hot Water/ Solar Panels;
BBQ Area;
Childrens Playground;
Water Tank off Hayshed;
Amphitheatre Upgrade (Est \$5K).

3) To date grants and section 94 funds received are;

Palerang C Section94 funds	\$202K
Southern Phone	\$4K
Veolia Mulwaree Trust.	\$48K
Commonwealth Govt	\$10K
QPRC Revenue	\$12K
QPRC Community Grant	\$32K

c. Website/Face Book Page.

Action: Ongoing

d. Donations.

Helen took details of the time committee members had donated over the last month for the Assets record.

Action: Ongoing

e. Art Work

Action: Ongoing

f. Events.

1). Working-bee. The next working bee would be held 9am-12am 21 May 2017, with work focused on the area around the hall.

Action: Helen

g. Bookings:

1) RCA Bonfire 17 June 2017. It was previously agreed to having a Open Hall for community visitors at the same time was discussed to be decided at next meeting.

h. Funding Priorities.

Funds allocated to date:

\$10,000. Working Capital for the Hall.

\$200. Incidentals and meals during construction.

8. Any Other Business.

b). The Committee expressed concern about the use of the car park by Council as a gravel storage area which should be followed up with Council. Meeting to be organized with Gordon Cunningham and/or Tim Overall.

Action Paul

9. Next Meeting: the next meeting will be at Helen Alexander's home

10. Meeting Closure: 2239

As no date was set at the meeting for the next meeting and out of session meeting of the executive agreed on 19 June at 7:00 pm.

F.I.O	SUBJECT	RECEIVED	S.ME...
Date: Two Weeks Ago			
H. HELEN ALE...	The Royalla Hall development is galloping on. Can you help?	Mon 15/05/2017 3:53 PM	6...
Dear Residents, The gyprock walls are finished and the next big job for volunteers is to finish painting the internal and external			
M 'Rodney St...	RE: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Mon 15/05/2017 1:05 PM	8...
Rod I spoke to Stewart Eagles from Gel today, and he said that we should be getting the trade discount from Reece. He was going			
Date: Three Weeks Ago			
P. 'Maryke Bo...	FW: Fwd: Request for quote for Kitchen Fitout at Royalla Common Hall ...	Fri 12/05/2017 6:53 PM	4...
Hi All, Attached is the latest quote we have received yesterday from Seamless Kitchen for the hall kitchen. Have a look at it and be			
D. Michael Kit...	RE: QPRC Community Grants - Royalla Common	Fri 12/05/2017 2:21 PM	2...
Thanks Michael. I'll arrange for the funds to be released. Regards Debby Ferguson A/Manager Civic Support			
P. 'Rodney St...	RE: Kingspan Rhino Water Tanks - Dust & Vermin Proofing	Fri 12/05/2017 1:18 PM	7...
Hi Rod, This looks what is needed. We have a s355 meeting Monday night and I will let you know about proceeding following the			
P. 'Matthew D...	RE: Fwd: Request for quote for Kitchen Fitout at Royalla Common Hall	Fri 12/05/2017 1:13 PM	2...
Hi Matthew, Thanks for your prompt reply regarding the changes in cost and advice on availability. We have a committee meeting			
P. 'Steven Lou...	RE: RE:	Fri 12/05/2017 9:26 AM	1...
Hi Steven, Thanks for the quick response. I will pass this on to the Committee.			
M Paul & Lesl...	RE: Fwd: Request for quote for Kitchen Fitout at Royalla Common Hall	Fri 12/05/2017 9:24 AM	1...
Hi Paul, To change from stainless to laminate would save \$3700. An extra open unit installed would be \$360. Removing handles			
P. 'Steven Lou...	RE:	Thu 11/05/2017 9:38 PM	8...
Hi Steven, Thank you for providing your quote for the Royalla Hall stone work. It was good meeting with you on site. The quotes			
P. 'Elvin'	RE: Royalla community hall quote2	Thu 11/05/2017 9:32 PM	7...
Hi Ian, Thank you for providing your quote for the Royalla Hall stone work. The quotes are with the Royalla Common Committee			
P. 'thekordas ...	RE: FW: Royalla Community Hall - stone work quote	Thu 11/05/2017 9:31 PM	2...
Hi David, Thank you for providing your quote for the Royalla Hall stone work. The quotes are with the Royalla Common			
P. 'Brindabella...	Royalla Hall electrical	Thu 11/05/2017 9:25 PM	1...
Hi Darren, The Gyprock and plaster are going well and it looks like they will be complete tomorrow or Monday. When do you do			
P. 'Matthew D...	RE: Fwd: Request for quote for Kitchen Fitout at Royalla Common Hall	Thu 11/05/2017 8:59 PM	1...
Hi Matthew, Thank you for providing your quote and kitchen plan for the Royalla Common Hall. As you are aware Catherine is away			
M debby.ferg...	QPRC Community Grants - Royalla Common	Thu 11/05/2017 4:10 PM	5...
Debby Letter of Agreement as requested. Michael Kitchen 'Sec/Treas RC s355 <end>			
M 'Rodney St...	RE: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Thu 11/05/2017 11:23 AM	9...
Rod Thanks for all that. A very expensive back rest! In regard to the Trade discount from Gel, we are only working on what Dave			
R. Michael Kit...	RE: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Thu 11/05/2017 10:02 AM	1...
Hi Michael, With the nomination of particular brands we may not be getting the best value, ie paying for the name. It might pay to			
R. Ken Pearce	FW: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Thu 11/05/2017 9:54 AM	5...
Morning Ken, As discussed attached is the quote for the Royalla Hall fittings, can you see if we can do better with a council discount			
S. Paul & Lesl...	RE: Quote - Royalla Community Hall - kitchen	Thu 11/05/2017 8:10 AM	4...
Good morning Paul, To add the extra bench top to the main sink and return in laminate would be an extra \$1,150.00. We don't put			
P. Sonia@pio...	FW: Quote - Royalla Community Hall - kitchen	Wed 10/05/2017 9:29 PM	9...
Hi Sonia,			
P. Brendan Ro...	FW: *** Bunnings Kitchen Estimate for Royalla Community Hall - V1 - 1...	Wed 10/05/2017 8:21 PM	9...
Hi All, Attached is a quote received from Bunnings/kaboodle kitchen for review. Kind regards Pul			
M 'HELEN ALE...	RE: Committee meeting 56	Wed 10/05/2017 6:24 PM	1...
Thank. See you there. Michael			
M Michael Kit...	3-3 RE: quote Solar Hot water service	Wed 10/05/2017 1:52 PM	2...
From: Robert Edwards [mailto:rob@star@tpg.com.au]			
M 'Michael Kit...	2-3 Rinnai SHW- Quote Royalla Community Hall	Wed 10/05/2017 1:47 PM	2...
Quote 2.			
M 'Michael Kit...	FW: Solarhart - Quote Royalla Community Hall	Wed 10/05/2017 1:41 PM	3...
Sorry & attachment.			
M 'Michael Kit...	FW: Solar quote 1 -3 Royalla Community Hall	Wed 10/05/2017 1:38 PM	4...
Quote from SolarHart - note he says no overheating issues. Kind Regards, Maryke Booth, Director Shop Basics Pty Ltd Earth Basics			
M 'rodney.ste...	FW: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Tue 9/05/2017 6:45 PM	4...
Rod As discussed please find attached the quote from Reece for the fittings for the Hall. Note to quote is to Gel Plumbing, not the			

Michael Kitchen

1

3/06/2017 7:25 AM

F.I.O	SUBJECT	RECEIVED	S..ME...
<input type="checkbox"/> D.Catherine ...	RE: Stronger Communities Fund for Royalla Hall	Tue 9/05/2017 11:45 AM	7...
	Hi Cathy and Michael. Thanks for your email and additional information. The Sub-committee overseeing the additional budgetary		
P. Rodney St...	Royalla Hall progress	Mon 8/05/2017 10:36 PM	1...
	Hi Rod. Just to let you know that the hall insulation is in place and the wall lining is about half complete. They are making good		
P. Michael Kit...	FW: FW: Request for quote for Kitchen Fitout at Royalla Common Hall	Mon 8/05/2017 9:32 AM	1...
	FYI		
Date: Last Month			
<input type="checkbox"/> P. seam'lesskit...	FW: Request for quote for Kitchen Fitout at Royalla Common Hall	Sun 7/05/2017 10:00 PM	9...
	Hi Seamless Kitchen. We sent the email below requesting a quotation for the kitchen in our Community hall here at Royalla and are		
P. pbryan@bu...	Royalla Community Hall - Kitchen quote	Sun 7/05/2017 9:41 PM	1...
	Hi Peter. Following your visit to Royalla on 27 April we expected a prompt response with your sketch and quote for the kitchen at		
P. Tori Sedg...	RE: Royalla Elm tree works	Fri 5/05/2017 12:17 PM	2...
	Hi Tori. Thanks for the advice on the tree work at Royalla Elm Grove, project A, and that the work will be getting underway. Should		
<input type="checkbox"/> P. Michael Kit...	FW: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Thu 4/05/2017 10:33 PM	4...
	FYI		
<input type="checkbox"/> P. Rodney St...	FW: Invoice 00027000; From BRINDABELLA ELECTRICAL SERVICES	Thu 4/05/2017 2:57 PM	3...
	Hi Rod. Attached is the invoice from Brindabella Electrical I mentioned for your action. Ceiling battens and insulation being		
P. Rodney St...	RE: Royalla Hall Update	Mon 1/05/2017 9:11 PM	6...
	Hi Rod. Thanks for your response, all useful information.		
P. Michael Kit...	FW: Royalla - Plumbing question	Mon 1/05/2017 12:32 PM	4...
	FYI		
P. Michael Kit...	FW: Royalla Hall Update	Mon 1/05/2017 12:24 PM	5...
	FYI		
Date: Older			
P. Brindabella...	Royalla Hall work	Sun 30/04/2017 8:39 PM	1...
	Hi Darren. Just a note to confirm that QRPC has advised that smoke alarms and exist signs are required to be installed. We already		
P. Rodney St...	Royalla Hall Update	Sun 30/04/2017 8:34 PM	2...
	Hi Rod.		
<input type="checkbox"/> P. Michael Kit...	FW: Plastering Services for Royalla Community Amenities	Fri 28/04/2017 3:51 PM	2...
	FYI		
P. Terrie Fasci...	RE: Quote QU-0005 from TjF Plastering Pty Ltd for QPRC	Fri 28/04/2017 3:49 PM	1...
	Hi Terry. Rodney made a good effort to get this approved and through to you so quickly today. Let's hope the work on site		
P. Rodney St...	RE: Plastering Services for Royalla Community Amenities	Fri 28/04/2017 3:38 PM	4...
	Hi Rod. Thanks for doing that quickly. I will contact TjF as soon as the electrical work is complete on Thursday as promised. Have a		
<input type="checkbox"/> P. Rodney St...	Royalla Hall - insulation and ceiling quotes	Fri 28/04/2017 1:10 PM	2...
	Hi Rod. Attached are the three quotes from TjF Plastering. QU-0005 \$6,340 +GST for acoustic ceiling. QU-0006 \$4,105+GST for		
P. Terrie Fasci...	RE: Quote QU-0005 from TjF Plastering Pty Ltd for QPRC	Fri 28/04/2017 10:52 AM	1...
	Hi Terrie. Thanks again for your quick reply. When we get Johns price on the additional wall insulation we will be in position to		
M Paul & Lesl...	RE: Quote QU-0003 from TjF Plastering Pty Ltd for QPRC	Fri 28/04/2017 8:31 AM	1...
	Paul I will also reduce the amount from \$11621 to \$11500. Michael		
M Paul & Lesl...	RE: Quote QU-0003 from TjF Plastering Pty Ltd for QPRC	Fri 28/04/2017 7:42 AM	1...
	Thank I will amend Dave's sheet in regard to the "Blueboard" Michael		
<input type="checkbox"/> P. Michael Kit...	FW: Quote QU-0003 from TjF Plastering Pty Ltd for QPRC	Thu 27/04/2017 11:04 PM	8...
	TjF quote with more detail		
<input type="checkbox"/> P. Michael Kit...	FW: Quote QU-0003 from TjF Plastering Pty Ltd for QPRC	Thu 27/04/2017 11:02 PM	1...
	As requested. paul		
M Paul & Lesl...	RE:	Thu 27/04/2017 6:59 PM	1...
	Paul I cannot find this on Dave's list, but will add to line 3, Glad external walls, with a comment Michael		
P. Terrie Fasci...	RE: Quote QU-0005 from TjF Plastering Pty Ltd for QPRC	Thu 27/04/2017 5:25 PM	1...
	Hi Terrie. Thanks for passing my question on the John. I had a brief Committee meeting this afternoon and they will most likely be		
<input type="checkbox"/> H. Annie TYLL...	FW: Fast Wireless Internet for Royalla and surrounding areas	Thu 27/04/2017 3:42 PM	1...
	Hi Pete and Annie. I think the info in the attachment is more suited to come from the Community Association than the s355		
<input type="checkbox"/> P. Michael Kit...	FW: FW: Royalla Community Hall - stone work quote	Thu 27/04/2017 10:33 AM	3...
	FYI		

Michael Kitchen

2

3/06/2017 7:25 AM

F.I.O	SUBJECT	RECEIVED	S..ME...
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla community hall quote2	Thu 27/04/2017 10:29 AM	2...
FYI			
<input type="checkbox"/> P. 'Sean Kaden'	Trere Surgery at Royalla Common	Thu 27/04/2017 9:46 AM	1...
Hi Sean, Further to our phone discussion yesterday as the leaves in the Elm Grove at Royalla Common will be turning colour shortly			
<input type="checkbox"/> P. 'Michael Kit...	FW: Quote QU-0006 from TjF Plastering Pty Ltd for QPRC	Wed 26/04/2017 9:27 PM	7...
FYI Dave, I will meet with Michael and Helen tomorrow afternoon to discuss. My initial reaction is that we should accept all three			
<input type="checkbox"/> P. 'tjflasterin...	RE: Quote QU-0005 from TjF Plastering Pty Ltd for QPRC	Wed 26/04/2017 9:24 PM	9...
Hi John and Terrie, Thank you for getting the three quotes to us so promptly. These will now be reviewed by the Committee and			
<input type="checkbox"/> P. 'Michael Kit...	FW: GREG REEVES - Royalla I - Air Conditioners Installation and electric...	Wed 26/04/2017 6:25 PM	2...
Hi Michael, This is the quote from Greg Reeves for the air con installation. I think Dave has a quote from the Good Guys for supply			
<input type="checkbox"/> P. 'tjflasterin...	RE: Quote QU-0004 from TjF Plastering Pty Ltd for QPRC	Mon 24/04/2017 5:36 PM	8...
Tj Plastering, Thanks you for your timely reply as discussed. I look forward to your quote on Wednesday for the insulation. Kind			
<input type="checkbox"/> P. 'Catherine ...	FW: Quote QU-0004 from TjF Plastering Pty Ltd for QPRC	Mon 24/04/2017 5:34 PM	7...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Quote QU-0005 from TjF Plastering Pty Ltd for QPRC	Mon 24/04/2017 5:33 PM	7...
FYI			
<input type="checkbox"/> R. paulb@inf...	FW: Quote No. 261708529, Order No. ROYALLA COMMON AMENITIES	Mon 24/04/2017 10:47 AM	4...
Hi Paul and Michael, I have updated your quote to include the basin and kitchen sink changes, and added the stops for water			
<input type="checkbox"/> P. 'tjflasterin...	Royalla Common Hall - internal lining - TjF Plastering	Thu 20/04/2017 5:22 PM	1...
John and Terrie Fascianelli, As you have been advised Dave is away on holiday and I am looking after the work at the Royalla			
<input type="checkbox"/> P. 'Michael Kit...	FW: Quote	Thu 20/04/2017 3:49 PM	9...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Community Hall Kitchen	Wed 19/04/2017 7:15 PM	3...
FYI			
<input type="checkbox"/> P. 'dangelong...	FW: RFQ Stone work Royalla Community Hall	Tue 18/04/2017 8:37 PM	9...
Hi Rock Fiat Basalt, A review of the architects cross section for the Royalla Hall today has brought to my attention an error that may			
<input type="checkbox"/> P. 'Elvin'	RE: Royalla community hall quote	Tue 18/04/2017 8:09 PM	9...
Hi Ian, Thanks for you quote. It would be appreciated if you could redo the quote, with the current information. A quick review of			
<input type="checkbox"/> P. 'Michael Kit...	FW: Request for quote for Kitchen Fitout at Royalla Common Hall	Tue 18/04/2017 7:32 PM	9...
FYI the one I missed			
<input type="checkbox"/> P. 'Michael Kit...	RE: Service Work Quote davi_8 2	Tue 18/04/2017 7:27 PM	1...
Michael, I must have missed forwarding The Kitchen Co. to you. Will do kind regards Paul			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Common Hall -Grid Connection Package	Tue 18/04/2017 7:25 PM	1...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Common Hall - Plumbing Items (via Stuart Eagles of Gel PL...	Tue 18/04/2017 7:25 PM	1...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Community Hall kitchen - first email	Tue 18/04/2017 7:24 PM	4...
Michael, Might as well gone on holiday until August!!! (I will be away from early July for 4 weeks.) It must happen before then. Can			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Common Hall - Plumbing Items (via Stuart Eagles of Gel PL...	Tue 18/04/2017 7:20 PM	2...
Hi Michel, I will have to find out why they are waiting for Stuart, will call tomorrow afternoon. Kind regards Paul			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Community Hall Kitchen	Mon 17/04/2017 9:29 PM	9...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Request for quote for Kitchen Fitout at Royalla Common Hall	Mon 17/04/2017 9:27 PM	9...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Request for quote for Kitchen Fitout at Royalla Common Hall	Mon 17/04/2017 9:24 PM	9...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Request for quote for Kitchen Fitout at Royalla Common Hall	Mon 17/04/2017 9:20 PM	9...
Hi Michael, This has finally come from Cathy, rather basic for a \$30,000 quote but should do the job. The message doesn't get there			
<input type="checkbox"/> P. 'Rodney St...	msterial from Bunnings	Mon 17/04/2017 8:52 PM	4...
Hi Rod, Please find attached the invoice for the building material collected today from Bunnings. The materials included timber to			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royalla Common Hall -Grid Connection Package	Mon 17/04/2017 12:23 PM	1...
FYI			
<input type="checkbox"/> P. 'Michael Kit...	FW: Royally Common Hall Internal Lining Package - Project Coordinator	Mon 17/04/2017 12:22 PM	1...
FYI			

Michael Kitchen

3

3/06/2017 7:25 AM

F.I.O	SUBJECT	RECEIVED	S..ME...
P. Michael Kit.	RE: Meeting 55 Minutes:	Mon 17/04/2017 12:21 PM	1.
	Hi Michael, Just back from the hall, the verandah post look really good with the oil on them, the under coat on the doors is progress		
P. Michael Kit.	FW: Service Work Quote ross_1 1	Sat 15/04/2017 7:48 PM	2.
	FYI		
<input type="checkbox"/> P. Rodney St.	Bunnings Invoice - Royalla Hall	Thu 13/04/2017 5:57 PM	3.
	Hi Rod, Please see attached the Bunnings invoice to the value of \$307.80 for the 2 doors I collected on 12 April 2017. The 2 doors		
<input type="checkbox"/> P. Michael Kit.	FW: Quote No. 261704264, Order No. ROYALLA COMMON AMENITIES...	Thu 13/04/2017 10:10 AM	5.
	FYI		
<input type="checkbox"/> P. Michael Kit.	FW: Quote No. 261704264, Order No. ROYALLA COMMON AMENITIES...	Thu 13/04/2017 9:24 AM	5.
	From: Catherine and David Rosaiter [mailto:cathyanddave@velocitynet.com.au]		
D. Michael Kit.	RE: Minutes of the 54th Meeting of the Royalla s355.	Thu 13/04/2017 8:51 AM	2.
	Thanks Michael. Regards Debby Ferguson A/Manager Civic Support Queanbeyan-Palerang Regional Council		
<input type="checkbox"/> M Debby Fer.	RE: Minutes of the 54th Meeting of the Royalla s355.	Thu 13/04/2017 8:38 AM	4.
	From: Michael Kitchen [mailto:michaelkitchen@southernphone.com.au]		
<input type="checkbox"/> M Debby Fer.	Minutes of the 54th Meeting of the Royalla s355.	Thu 13/04/2017 8:36 AM	6.
	Debby Please find attached the minutes of the 54th meeting of the Committee, confirmed at our meeting on the 10th of Apr 17.		
P. Catherine ...	FW: Royalla Hall kitchen change	Tue 11/04/2017 9:22 PM	1.
	FYI		
<input type="checkbox"/> P. Michael Kit.	FW: insulation quote Royalla Hall	Tue 11/04/2017 8:39 PM	2.
	FYI.		

Michael Kitchen

4

3/06/2017 7:25 AM

Minutes of the Local Representation Committee Meeting held in the Council Chambers, Queanbeyan on 16 June 2017

1. **Opening** The meeting opened at 2.07pm

Present: pDr Pete Harrison (Chairperson)
Mr Peter Bray AM
Mr Paul Cockram
Mr Trevor Hicks
Mr Mark Schweikert (from 2.13pm)
Mrs Sue Whelan OAM

Council Officers: Mr Ricky Tozer (Service Manager, Customer Service and
Communications)
Mrs Debby Ferguson (A/Manager Civic Support)

2. **Apologies:** Mr Tim Overall (Administrator)
Mrs Trudy Taylor
Mr Peter Tegart (General Manager)

The Chairperson opened the meeting with the following statement: "Before we start the proceedings, let us acknowledge that we are meeting on country for which the members and elders of the local Indigenous community have been custodians for many thousands of years. We recognise their living culture and unique role in the life of this region."

3. **Confirmation of Minutes – 10 March 2017**

LRC 03/2017 RECOMMENDATION that the minutes of the meeting held on 10 March 2017 be confirmed as a true and accurate record of the meeting.

Whelan/Cockram

The recommendation was carried unanimously.

4. **Business Arising from Minutes – 10 March 2017**

There was no business arising from the minutes.

5. **Declarations of Conflicts of Interest**

There were no declarations.

6. **Submissions on QPRC draft Integrated Plans**

The Committee discussed the submissions. The LRC's comments on the submissions were collated for inclusion in the report to Council's meeting on 28 June 2017 (see **Attachment 1**).

LRC 04/2017 RECOMMENDATION that the LRC's comments and recommendations in relation to the submissions on the draft Integrated Plans be included in the report to Council's meeting on 28 June 2017.

Harrison/Bray

The recommendation was carried unanimously.

7. Review of Section 355 Committees

Debby advised the LRC that:

- (a) the Bungendore Floodplain Risk Management s.355 Committee had received funding for design of the works; and that the Committee should be retained.
- (b) the Captains Flat Floodplain Risk Management s.355 Committee has ceased to exist but will be reformed in the future.
- (c) the Braidwood Floodplain Risk Management s.355 Committee has not been formed yet but will need to form later.

There was general discussion about the s.355 committees and their structure, with the LRC noting that there was scope to consider various options at a later time, including the possibility of combining some committees, disbanding those which were no longer required or are inactive, and retaining those which managed local community assets and facilities. No firm recommendations to change existing arrangements were made at this stage, beyond noting committees that were clearly no longer active could be wound up.

It was noted that the s.355 Committee Guidelines will be revised in due course to clarify several governance matters affecting the committees.

During discussion, Peter left the meeting at 4.15pm and Paul left at 4.30pm.

LRC 05/2017 RECOMMENDATION that the LRC note the report.

Harrison/Whelan

The recommendation was carried unanimously.

8. Other Business

There was no other business.

9. Closure

Pete noted that this was the last meeting of the LRC before its term concluded on 30 June 2017, and thanked the members for their contributions during the LRC's term of office.

There being no further business, the meeting closed at 4.40pm.