



Ordinary Meeting of Council

26 April 2017

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.1 INVESTMENT REPORT - MARCH 2017

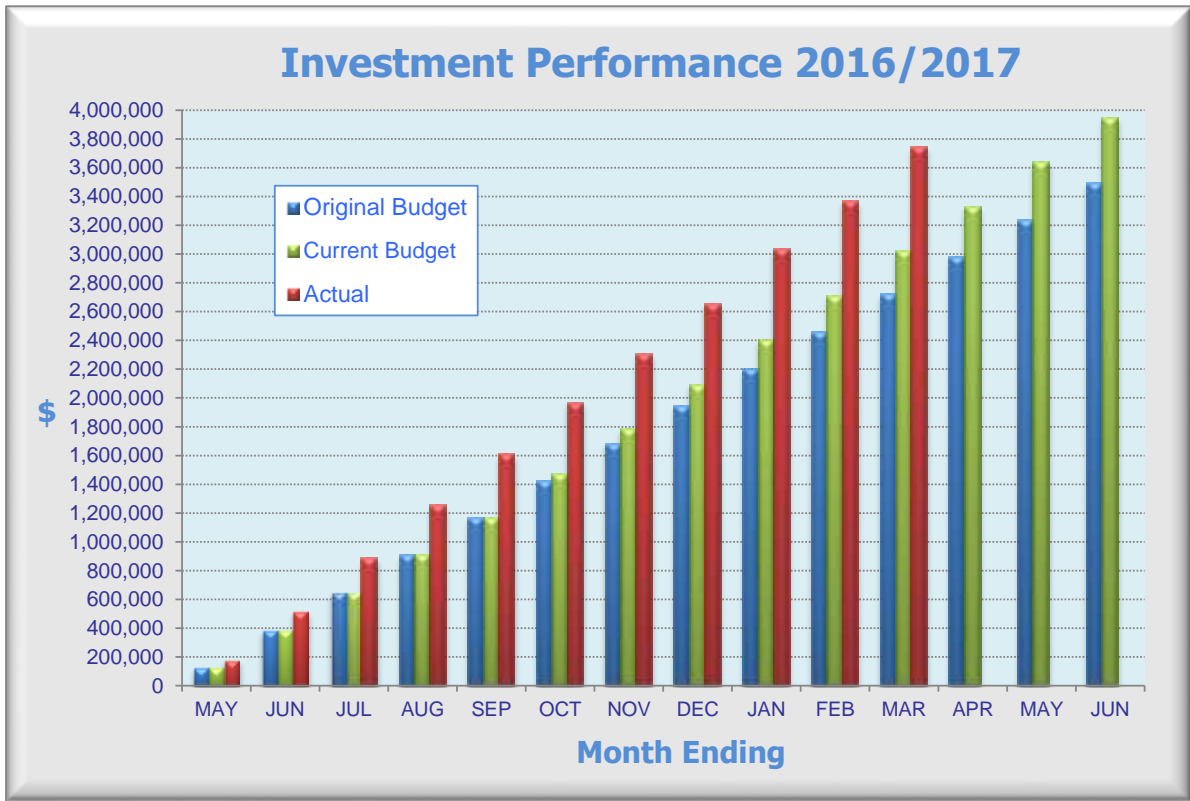
ATTACHMENT 1 INVESTMENT REPORT - MARCH 2017 - ATTACHMENT 1 -
26 APRIL 2017

Attachment 1
Ordinary Meeting of Council: 26 April 2017
Investment Report – March 2017

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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

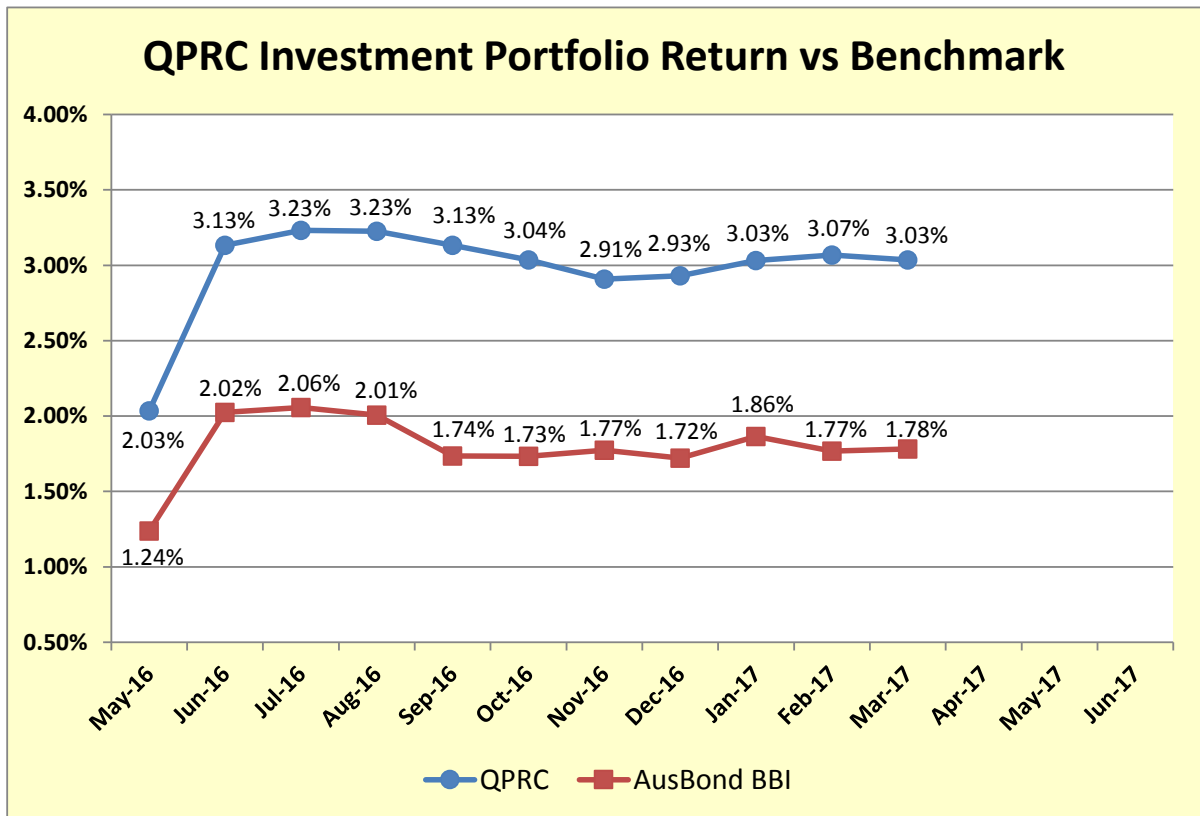


Table 1 - Cash and cash equivalent investments

Table 1									
Purchase Date	Maturity Date	Full Term	Institution	Credit Rating	Principal Amount \$	Return on Investments			
						Month		Year to Date	
						Return \$	Yield p.a %	Return Accrued/Paid \$	Yield p.a %
Cash Deposit Accounts									
			Westpac - General	AA-	1,802,197	3,713		48,630	
			Westpac - Maxi	AA-	654	0	0.00	0.00	0.00
			CBA Cash Management	AA-	600,825	231	1.65	3,006.76	1.69
			ANZ Premium Business	AA-	12,214,309	17,777	1.90	201,946	1.97
			Bendigo-Adelaide Bank	A-	16,428	19	1.50	264	1.58
			AMP Bank	A+	2,306,761	3,622	2.05	48,505	2.13
			Sub Total		16,941,176	25,362		302,351	
Pooled Managed Investment Group									
			BT Institutional Enhanced	AA	35,812	112	3.74	889	3.02
			Henderson	AA	11,602,425	31,061	3.21	266,882	2.87
			Sub Total		11,638,237	31,173		267,771	
Floating Rate Note Investment Group									
21/08/14	21/08/17	3 yr	Police Bank ⁸	BBB+	1,000,000	2,446	2.88	2,998	2.91
17/11/14	17/11/17	3 yr	ME Bank ¹¹	BBB+	1,500,000	3,542	2.78	4,798	2.82
11/12/14	11/12/17	3 yr	Queensland Teachers MB ¹³	BBB+	2,000,000	2,811	2.85	2,811	2.92
22/09/14	22/12/17	3.25 yr	CUA ¹⁰	BBB+	2,000,000	1,479	3.00	1,479	3.07
19/11/14	22/12/17	3.25 yr	CUA ¹²	BBB+	500,000	370	3.00	370	3.07
17/04/14	17/04/18	4 yr	ME Bank ³	BBB+	1,000,000	2,616	3.08	6,160	3.20
07/05/15	07/05/18	3 yr	Heritage Bank ¹⁶	BBB+	1,000,000	2,480	2.92	4,160	2.97
24/08/15	24/08/18	3 yr	Credit Suisse ¹⁸	A	1,000,000	2,382	2.81	2,690	2.86
14/11/13	14/11/18	5 yr	Bendigo-Adelaide Bank ⁶	A-	1,000,000	2,590	3.05	3,760	3.09
07/06/16	07/06/19	3 yr	Greater Bank ⁵	BBB	2,000,000	4,458	3.39	4,458	3.36
11/12/15	11/06/19	3.5 yr	AMP Bank ²	A+	750,000	1,073	2.90	1,073	2.97
18/07/16	18/07/19	3 yr	ME Bank ²⁵	BBB+	3,000,000	8,230	3.23	19,115	3.21
17/09/14	17/09/19	5 yr	Bendigo-Adelaide Bank ⁹	A-	1,000,000	1,047	2.73	1,047	2.79
28/10/16	28/10/19	3 yr	Teachers Mutual Bank ²⁸	BBB+	1,500,000	4,038	3.17	7,816	3.16
21/11/16	21/02/20	3.25 yr	Bendigo-Adelaide Bank ²⁹	A-	2,000,000	4,892	2.88	5,997	2.86
24/02/17	24/02/20	3 yr	Greater Bank ³¹	BBB	1,000,000	2,743	3.23	3,097	3.23
03/03/15	03/03/20	5 yr	Macquarie ¹⁴	A	1,000,000	2,217	2.89	2,217	2.95
20/03/17	20/03/20	3 yr	CUA ¹	BBB+	2,000,000	1,868	3.10	1,868	3.10
07/04/15	07/04/20	5 yr	Newcastle Permanent ¹⁵	BBB+	1,000,000	2,658	3.13	6,946	3.24
25/07/16	07/04/20	5 yr	Newcastle Permanent ²⁶	BBB+	2,000,000	5,317	3.13	13,892	3.15
18/08/15	18/08/20	5 yr	Bendigo-Adelaide Bank ¹⁷	A-	2,000,000	4,892	2.88	6,155	2.92
20/10/15	20/10/20	5 yr	Suncorp Metway ¹⁹	A+	2,000,000	5,147	3.03	11,622	3.14
26/10/16	26/10/20	4 yr	BOQ ²⁷	A-	2,000,000	4,994	2.94	10,149	2.92
18/01/16	18/01/21	5 yr	CBA ²⁰	AA-	2,000,000	4,977	2.93	11,559	3.05
04/03/16	04/03/21	5 yr	RaboBank ²¹	A+	1,000,000	2,253	3.29	2,253	3.35
09/03/16	09/03/21	5 yr	Credit Suisse ²²	A	1,000,000	2,260	3.75	2,260	3.81
20/04/16	20/04/21	5 yr	Bendigo-Adelaide Bank ⁴	A-	1,000,000	2,752	3.24	6,214	3.35
12/05/16	12/05/21	5 yr	NAB ⁷	AA-	5,000,000	12,506	2.95	18,558	2.99
18/05/16	18/05/21	5 yr	BOQ ²³	A-	2,000,000	5,538	3.26	6,967	3.30
03/06/16	03/06/21	5 yr	Westpac ²⁴	AA-	2,000,000	4,534	2.96	4,534	2.93
17/01/17	17/01/22	5 yr	CBA ³⁰	AA-	2,000,000	4,909	2.89	11,560	2.89
03/03/17	03/03/22	5 yr	RaboBank ³²	A+	1,000,000	2,202	2.87	2,202	2.87
30/03/17	30/03/22	5 yr	AMP Bank ³³	A+	2,000,000	156	2.85	156	2.85
			Sub Total		53,250,000	116,378		190,941	

Table 1 - Cash and cash equivalent investments (Continued)

Term Investments									
16/02/17	19/04/17	2 mth	Bank of Sydney	NR	1,500,000	3,440	2.70	4,771	2.70
19/08/16	17/05/17	9 mth	BOQ	A-	1,000,000	2,336	2.75	16,877	2.75
16/02/17	17/05/17	3 mth	Bank of Sydney	NR	1,000,000	2,293	2.70	3,181	2.70
30/11/16	24/05/17	6 mth	BOQ	A-	1,000,000	2,395	2.82	9,348	2.82
03/06/16	07/06/17	1 yr	CUA	BBB+	2,500,000	6,264	2.95	60,818	2.95
08/03/17	13/06/17	3 mth	Beyond Bank	BBB+	1,500,000	2,505	2.65	2,505	2.65
25/06/14	28/06/17	3 yr	Bananacoast CU	NR	2,000,000	7,219	4.25	64,973	4.25
27/06/14	28/06/17	3 yr	Police CU SA	NR	1,000,000	3,652	4.30	32,986	4.30
11/01/17	12/07/17	6 mth	Newcastle Permanent	BBB+	2,000,000	4,756	2.80	12,121	2.80
13/10/16	12/07/17	9 mth	Beyond Bank	BBB+	2,000,000	4,671	2.75	25,466	2.75
10/01/17	12/07/17	6 mth	ME Bank	BBB+	3,000,000	7,083	2.78	18,279	2.78
03/09/15	06/09/17	2 yr	AMP Bank	A+	5,146,192	12,675	2.90	84,637	2.90
08/09/16	08/09/17	1 yr	G&C Mutual Bank	BBB	2,000,000	4,671	2.75	30,740	2.75
13/10/16	11/10/17	1 yr	NAB	AA-	2,000,000	4,671	2.75	25,466	2.75
25/10/13	25/10/17	4 yr	BOQ	A-	1,000,000	4,034	4.75	20,301	4.75
02/02/17	29/11/17	10 mth	CUA	BBB+	3,000,000	7,134	2.80	13,118	2.80
22/12/16	19/12/17	1 yr	Auswide Bank	BBB	5,000,000	12,103	2.85	38,651	2.85
22/12/16	10/01/18	1 yr	Police CU SA	NR	1,000,000	2,463	2.90	7,866	2.90
16/03/17	10/01/18	9 mth	Police CU SA	NR	2,000,000	2,466	3.00	2,466	3.00
08/09/16	15/03/18	18 mth	Defence Bank	BBB+	2,000,000	4,841	2.85	31,858	2.85
16/03/17	21/03/18	1 yr	CBA	AA-	2,000,000	2,227	2.71	2,227	2.71
08/05/14	08/05/18	4 yr	ME Bank	BBB+	1,250,000	4,884	4.60	50,884	4.60
21/12/16	19/12/18	2 yr	BOQ	A-	3,000,000	7,771	3.05	25,068	3.05
22/01/14	22/01/19	5 yr	ME Bank	BBB+	2,000,000	8,578	5.05	18,540	5.05
26/02/16	27/02/19	3 yr	Newcastle Permanent	BBB+	1,000,000	2,888	3.40	2,981	3.40
02/03/17	27/02/19	2 yr	BOQ	A-	2,000,000	4,608	2.90	4,608	2.90
02/03/17	27/02/19	2 yr	Defence Bank	BBB+	2,000,000	4,767	3.00	4,767	3.00
24/12/14	11/12/19	5 yr	RaboDirect	A+	2,000,000	6,879	4.05	21,526	4.05
23/12/14	18/12/19	5 yr	RaboDirect	A+	2,000,000	6,879	4.05	21,748	4.05
15/03/17	18/03/20	3 yr	BOQ	A-	1,000,000	1,403	3.20	1,403	3.20
02/02/17	03/02/21	4 yr	BOQ	A-	3,000,000	9,173	3.60	17,162	3.60
08/03/17	03/03/21	4 yr	BOQ	A-	4,000,000	9,074	3.60	9,074	3.60
07/03/16	03/03/21	5 yr	Newcastle Permanent	BBB+	1,000,000	2,433	3.70	2,433	3.70
Sub Total					67,896,192	173,237		688,847	
Interest Paid on Investments									
Total						28,498		2,292,696	
Grand Total					149,725,605	374,647	3.03	3,742,607	3.09

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	7.75%
Direct Investments		
AMP Bank	A+	6.81%
ANZ Premium Business	AA-	8.16%
Auswide Bank	BBB	3.34%
BananaCoast CU	NR	1.34%
Bank of Sydney	NR	1.67%
Bendigo-Adelaide Bank	A-	4.69%
Beyond Bank	BBB+	2.34%
BOQ	A-	13.36%
CBA	AA-	4.01%
CBA Cash Management	AA-	0.40%
Credit Suisse	A	1.34%
CUA	BBB+	6.68%
Defence Bank	BBB+	2.67%
G&C Mutual Bank	BBB	1.34%
Greater Bank	BBB	2.00%
Heritage Bank	BBB+	0.67%
Macquarie	A	0.67%
ME Bank	BBB+	7.85%
NAB	AA-	4.68%
Newcastle Permanent	BBB+	4.68%
Police Bank	BBB+	0.67%
Police CU SA	NR	2.67%
Queensland Teachers MB	BBB+	1.34%
RaboBank	A+	1.34%
RaboDirect	A+	2.67%
Suncorp Metway	A+	1.34%
Teachers Mutual Bank	BBB+	1.00%
Westpac	AA-	1.34%
Westpac - General	AA-	1.20%
Westpac - Maxi	AA-	0.00%
		100.00%

Table 4 – Market value of tradeable investments

Table 4			
As at Date	Borrower	Purchase Price \$	Market Price \$
31/03/17	AMP Bank ²	750,000	755,798
31/03/17	AMP Bank ³³	2,000,000	2,002,800
31/03/17	Bendigo-Adelaide Bank ⁴	1,000,000	1,016,710
31/03/17	Bendigo-Adelaide Bank ⁶	1,000,000	1,009,090
31/03/17	Bendigo-Adelaide Bank ⁹	1,000,000	1,001,490
31/03/17	Bendigo-Adelaide Bank ¹⁷	2,000,000	2,008,860
31/03/17	Bendigo-Adelaide Bank ²⁹	2,000,000	2,010,120
31/03/17	BOQ ²³	2,000,000	2,038,600
31/03/17	BOQ ²⁷	2,000,000	2,014,960
31/03/17	CBA ²⁰	2,000,000	2,027,300
31/03/17	CBA ³⁰	2,000,000	2,022,300
31/03/17	Credit Suisse ¹⁸	1,000,000	1,003,860
31/03/17	Credit Suisse ²²	1,000,000	1,030,570
31/03/17	CUA ¹	2,000,000	2,001,820
31/03/17	CUA ¹⁰	2,000,000	2,005,760
31/03/17	CUA ¹²	500,000	501,440
31/03/17	Greater Bank ⁵	2,000,000	2,004,340
31/03/17	Greater Bank ³¹	1,000,000	1,004,120
31/03/17	Heritage Bank ¹⁶	1,000,000	1,000,810
31/10/16	Macquarie ¹⁴	1,000,000	1,005,100
31/03/17	ME Bank ³	1,000,000	1,004,420
31/03/17	ME Bank ¹¹	1,500,000	1,502,475
31/03/17	ME Bank ²⁵	3,000,000	3,017,400
31/03/17	NAB ⁷	5,000,000	5,066,000
31/03/17	Newcastle Permanent ¹⁵	1,000,000	1,000,740
31/03/17	Newcastle Permanent ²⁶	2,000,000	2,001,480
31/03/17	Police Bank ⁸	1,000,000	1,001,150
31/03/17	Queensland Teachers MB ¹³	2,000,000	2,000,620
31/03/17	RaboBank ²¹	1,000,000	1,021,410
31/03/17	RaboBank ³²	1,000,000	1,004,150
31/03/17	Suncorp Metway ¹⁹	2,000,000	2,023,600
31/03/17	Teachers Mutual Bank ²⁸	1,500,000	1,501,980
31/03/17	Westpac ²⁴	2,000,000	2,029,760
		53,250,000	53,641,033

Table 5 – Budgeted interest allocation by entity

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

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.2 CONTRACT 12/2017 - PROVISION OF BANKING AND BILL
PAYMENT SERVICES

ATTACHMENT 1 TENDER EVALUATION

Banking Services - Tender Evaluation Summary

Tender Evaluation and Probity plan outlined the weighting of the Evaluation Criteria as:

Criteria	Weighting
Price	35%
Product	10%
Relationship Management	20%
Community Commitment	10%
Implementation	20%
Innovation	5%

At the time of tender closing four (4) submissions were received. Submissions were read by the evaluation team listed within the Tender Evaluation and Probity Plan. Whitmore Consulting provided an Assessment of Presentations Documents for the Contract No. 12-2017 Provision of Banking and Bill Payment Services (attached as a confidential attachment).

Scoring price utilised the following structure:

Score	Price Range
10	Cheapest Price
9	< 5% more expensive
8	< 10% more expensive
7	< 15% more expensive
6	< 20% more expensive
5	< 25% more expensive
4	< 30% more expensive
3	< 35% more expensive
2	< 50% more expensive
1	< Unacceptable

The report provided the following overall comparison of Tenders:

Criteria	Tender A	Tender B	Tender C	Tender D
Price	4	10	9	4
Product	7	9	8	8
Relationship Management	7	7	8	9
Community Commitment	6	7	6	8
Implementation	2	2	5	5
Innovation	7	8	7	5
Pure Score	33	43	43	39
Weighting x Grading (Total Score)	485	730	750	605

The positives of Tenderer A's response were product suite and innovations where the tenderer was seen as being highly competitive. The pricing was not competitive with the schedule of rates 28% more expensive than the best response. Direct Entry, Merchant services and BPAY were all areas that contributed to the higher figure. Also with a 20% weighting on implementation, a library insert of project management information was considered 'poor'.

Tenderer B delivered a very professional response, which was appreciated by Council. Pricing was assessed as competitive and not a determining factor in the end. At 20% of the weighted criteria, the Implementation effort was considered 'poor'. Significant tailoring and comment on how the implementation process would work was expected and a library based insert was received. Council could draw little comfort from this aspect of the response.

Tenderer D was 29% more expensive on Price, with no tailoring of the implementation process. Tenderer D were unfortunately discounted from considerations. Tenderer D highlights included Relationship Management and Community Commitment, but unfortunately these were not enough to offset the price score.

Queanbeyan-Palerang Regional Council (QPRC)

EX00095 - Plant Hire Evaluation Preliminary Report

1. Introduction

QPRC have requested an evaluation model from LGP for:

Request for Tender – Panel of Pre-Qualified Suppliers - Plant Hire (CW1-2016/17) publically advertised on 19/8/2016

This report has been developed based on the information provided by QPRC via the following documents:

- Tender Evaluation Plan
- Request for Tender document
- Dry and Wet Hire Pricing in excel format

Based on the provided information, LGP have developed this preliminary recommendation report for QPRC to consider risks associated with performing the evaluation of submissions for this tender based on the details provided in this report.

This report is recommendation only by LGP. Council are to determine the final outcome.

2. Release and closing

The tender was released on the 19/8/2016 via www.tenderlink.com/qprc , and newspaper publications

- The Braidwood Times – QPRC to confirm
- The Canberra Times – QPRC to confirm

The closing date and times for submissions to be received was 9/9/2016 – 4:00pm, 21 Days after the day of advertisement.

- Total tender downloads = 479

(if download report is required QPRC may access via the www.tenderlink.com/qprc portal)

- One question was posted and responded to on the online forum via Tenderlink

Posted 1/9/2016:10:03 am – Do we need to fill out all of the information on SWMS form to submit with tender

Response 2/9/2016:12:27pm – You need to supply your current SWMS for activities an operator would undertake when operating the tendered piece of plant or equipment. Appendix H is a guide/template to help you develop your own if you did not have one. The SWMS will be used to assess the OH&S component when assessing individual tenders.

- Total number of submissions = 41
- Total number of submissions via Tenderlink are: 31 – there are 32 showing in Tenderlink, Dale Hitchcock and Conplant are the same company. Submitted under different names for Wet and Dry Hire.
- Total number of submissions via Tender Box: 10

List of Tenderers

TENDERLINK DOWNLOAD
Aqua Assets P/L
Allcott Hire
Armpell Civil P/L
Australian Regional Investments (Braidwood Soil Construction Services)
Avijohn Contraction P/L
Base Contractors P/L
Beno Excavations P/L
Braidwood Excavations
Charman Earthmoving Haulage P/L
Dale and Hitchcock Civil Engineering & Landscaping
Dave Apps Earthworx
Earth Plant Hire Pty Ltd
Environmental Services Group
Group One Pty Ltd
HUBU Pty Ltd T/as Yass Earth Movers
JSK Excavations Pty Ltd
Keegan Civil P/L
Kelton Rentals
Kennards Hire P/L
Nicol Contracting
Orford Earthmoving
Porter Excavations
PremiAir Hire
RD Miller P/L
Rollers Australia P/L
Sherrin Rentals P/L
Shoemark Group P/L
Stabilcorp Pty Ltd
Stablised Pavements of Australia P/L
Tutt Bryant Hire
Universal Mobile Tower Hire

QPRC TENDER BOX – LGP Notes: It is unclear where the documents were collected from the tenderers highlighted in orange.
Aust. Regional Investments
Barac Contractors
Braidwood Earthmoving
Civil Construction Hire
Coates Hire Operation
Huggett Grader Hire
JG Earthworx Pty Ltd
Joel Bradley Transport Pty Ltd
Mark Hunt Cartage P/L
Schmidt Quarries
Toeys Transport P/L

3. Tender Evaluation Plan

The Tender Evaluation Plan was incomplete.

Information filled in was:

A) The Tender Evaluation Committee

- Senior Engineer – Works Barry Osmond
- Manager Engineering Operations Nathan Cooke
- Supervisor Roads & Drainage Brien Drury
- Construction Supervisor Neal Tetley

B) The Procurement Delegate

- Director of Works Gordon Cunningham

C) Tender Evaluation Criteria

For Mandatory Participation the following list of requirements were mentioned in the plan

Complete and Signed Tender Form	Tender Form
Tender's Acknowledgement of Instructions	Nomination of required Tender Submission Form
Completed Price Summary	Schedule of Price Summary
Program provided	
Attendance at Tenderer Meeting	Representative from tendering organisation must attend and sign on at a pre-tender meeting
Acquaintance with site	Declaration of site inspection
Statutory Declaration on Non-Collusive Tender Declaration	Signed Statutory Declaration on Non-Collusive Tender Declaration
Tenderer WHS	Form to be completed and returned with tender submission

Extracted from provided Tender Evaluation Plan

The evaluation criteria to have a weighting assigned was determined in the plan as:

Demonstrated ability to deliver the Contract including the financial viability of the tenderer and warranties and guarantees offered	5%
OS&S Assurance	5%
Quality Assurance	5%
Experience in providing similar good/services	5%
Total Technical Sub Weightings	20%

Extracted from provided Tender Evaluation Plan

And

Price	65%
Establishment	5%
Delivering Economic Benefit to LGA	10%
Total Commercial Sub Weightings	80%

Extracted from provided Tender Evaluation Plan

The tender threshold for the criteria listed as Technical was determined to be 10 out of a total 20.

LGP Noted: There was no scoring methodology determined

LGP Noted: The Tender Evaluation Plan was not signed

LGP Noted: There are several criteria on the Tender Evaluation Plan that were not included in the Request for Tender document.

4. The Tender Document

The tender documents were provided in Word Format as well as a combined PDF version via Tenderlink

The Word documents were for the tenderers to be able electronically fill in the information for their submission.

PART 1 – Conditions of Tendering

PART 2 – Statement of Requirements – APPENDIX A - M

PART 3 – Instrument of Agreement – Draft Deed of Standing Offer

5. Conforming Tender and Evaluation

As advised in PART 1 Conditions of Tender the format of the submissions are:

5. Format of Tender Submission

5.1 Tenderers must complete, arrange in alphanumeric order and return all applicable Tender Response Forms provided at Appendix A to M to RFT Part 2 – "SOR" where applicable

LGP Noted: Not all submission were received in the format requested. Some submissions were multiple files. 5.1 indicates whether Hard or Soft copy the documents were to be in order. LGP request confirmation if non-conforming includes those submissions not received in this order.

The tenderer was advised the tenders would be evaluated by the following:

9. Tender Evaluation Criteria

9.2 For the purpose of establishing the proposed Plant Hire Panel the tendered items will be ranked in their respective category, based on evaluation of the following criteria

- a. The tendered 'A' rate as defined in Clause 15 of Part 3 to this RFT; and*
- b. The tendered 'B' rate as defined in clause 15 of Part 3 to this RFT; or*
- c. For dry hire, the tendered "C" rate as defined in Clause 15 of PART 3 to this RFT*
- d. Hire Establishment Costs.*

LGP Noted - APPENDIX E does not request 'C' rate – unclear on the definition in Clause 15

LGP Noted – tenderer is advised the tendered items will be ranked in their respective category. It is unclear if each item can be compared based on the difference in size and capability.

9.3 For Tipper Hire, conforming/panelled trucks will be assessed, specifically to the tasks per council order. The evaluation will be based on the following criteria:

- a. The configuration of tipper required (e.g. truck only or truck and dog trailer);*
- b. The hourly rate*

LGP Noted - There is no definition of whether this refers to "wet" or "dry hire"

LGP Noted - There is no reference to "A", "B", or "C" rates

LGP Noted - This evaluation criteria refers to "council order". LGP seek clarification on this evaluation requirement of the tender.

9.4 - *Tenders will be evaluated in accordance with the:*

- *Local Government (General) Regulations 2005 -*

LGP Notes: this may refer to Regulation 177

- *Additional criteria that will include, but not be limited to:*

LGP Noted: "but not be limited to" – is this to indicate Council will request information outside the SOR to evaluated tenders?

- Economic benefit for the Local Government Area

LGP Notes: This was requested in SOR – APPENDIX M

- Previous performance and relevant experience

LGP Noted - no apparent response in Part 2 SOR

- WH&S management performance

LGP Noted - no apparent response in PART 2 SOR, reference made in forum regarding APPENDIX H for OH&S evaluation.

- Quality offered –

LGP Noted - no apparent response in PART 2 SOR, no apparent methodology in Tender Evaluation Plan

6. Statement of Requirements (SOR)

APPENDIX A – Tender form and checklist

LGP Noted - ABN is not requested

APPENDIX H – SWMS – request for every item submitted.

APPENDIX C – Operator Nomination

LGP Noted –. Preliminary review of receipt of submissions may have some tenderers misinterpret each item with each “type” of item. This also includes where some submissions advise “Operator will be provided upon request”.

7. Standard Offer Deed

Bearing no legal advice,

LGP Noted - that Haulage rate is referred to and not requested as part of the submission

8. Recommendations

1. Closing date and time 9 September 2016 – as at the date of this report being 20/2/2017 the tender validity is unknown.

LGP Recommendation 1: Formal request to the tenderers on the following

- a. Tender validity – are the tender offers still valid
 - b. Plant items – are the plant items still available
 - c. Registration – are any registrations expired
 - d. Insurances – are any insurances expired
 - e. Contract Date – do the tenderers agree to the amended contract period and is the tender offer still applicable under this new period
-

2. Tender Evaluation Plan – determine if the advised tender evaluation under PART 1. 9.4 Tender Evaluation - is clear to the tenderer under PART 2 Statement of Requirements (SOR)

LGP Recommendation 2: Review if the evaluation criteria has been requested as a part of this process.

If the response is No, determine if the amendment to the evaluation criteria will maintain governance, probity and fairness in the evaluation of the tender submissions

-
3. Pricing – pricing evaluation is not defined.

LGP Recommendation 3: Determine the “like” for “like” items to be evaluated or whether pricing requires a weighted evaluation

If the pricing no longer has a weighted evaluation, determine if the amendment to the evaluation criteria will maintain governance, probity and fairness in the evaluation of the tender submissions.

9. Council are to determine if the evaluations are to proceed as per:

1. Confirming validity of tender submissions
2. Confirming if amendments are applicable to tender submissions since lodgement date 9 September 2016 and does not change scope of offer significantly.
3. The governance and probity of changes to the tender evaluation plan for Council and the tenderers.

10. Potential Risks

It is upon Council to determine whether to continue in the evaluation process of this tender and where Council may be at risk of the following:

1. Change of scope
 - Plant items offered are not longer available - Council cannot allow change of offer – refer to PART 3 Clause 12.5 if applicable
 - Tenderer withdrawing all items is no longer a valid tender and can no longer be awarded the contract

2. Lack of response for re-tender

- Reputational risk for rejection of 41 tenders
- Additional cost to Council

3. Probity and Governance

- Tender Evaluation Plan not signed prior to receiving submissions and changes to the evaluation criteria after submissions received opening up to bias

11. Further Information

Office of Local Government - Tendering Guidelines for NSW Local Government 2009.

3.4 Developing the Evaluation Criteria, states:

"The weighting of the evaluation criteria and the evaluation methodology should be determined prior to calling of tenders and must not be determined later than close of tenders"

The purpose is to prevent bias of submissions once known.

- If the tender evaluation criteria are changed following the opening of the submissions the tenderers may be disadvantaged.

Amendments to tender evaluation criteria

Any amendments to the evaluation criteria should not affect the tenderers submission adversely.

- If a tenderer has not submitted the requirement as per Council's determination, this must be in accordance with the request of the submissions as it would be interpreted by a tenderer.

E.g. Some tenderers have advised Operators will be provided upon request and not completed APPENDIX C.

E.g. Allcott have provided safe operating instructions for Rollers, and SWMS (APPENDIX H) on transporting and servicing. There is no SWMS for each item.

LGP also note there may be more information within the documents that have not be included within this report. This report is preliminary only.

END OF REPORT.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.6 REPORT ON AUDIT, RISK AND IMPROVEMENT
COMMITTEE

ATTACHMENT 1 16 FEBRUARY 2017 - AUDIT COMMITTEE - MINUTES



MINUTES OF THE ORDINARY MEETING OF THE QUEANBEYAN-PALERANG REGIONAL COUNCIL AUDIT COMMITTEE held at the Council Chambers, 253 Crawford St, Queanbeyan on Thursday, 16 February 2017 commencing at 3:00 pm.

ATTENDANCE

Present:	Peter Bray	Administrator's Representative
	Ken Crofts	External member
	Max Shanahan	External member, acting Chair
Also Present:	Peter Tegart	General Manager
	Bill Warne	QPRC, Executive Manager, Legal and Governance
	Richard Bozzato	QPRC, Risk Advisor & Internal Audit Coordinator
	Sally Jane Abigail	QPRC, A/g Executive Manager, Finance (Items 1 to 5.5)
	Shane Taylor	QPRC, A/g Executive Manager, Systems
	Lisa Gibson	QPRC, A/g Director Organisational Excellence
	Chris Davies	Oakton

1. APOLOGIES

Andrew Cox, Chair, QPRC Audit, Risk and Improvement Committee

2. DECLARATIONS OF INTEREST

Resolved

That Committee members now disclose any interests and reasons for declaring such interest in the matters under consideration by the Committee at this meeting.

No interests were disclosed.

3. CONFIRMATION OF MINUTES

3.1 Minutes of the Ordinary Meeting of Audit Committee held on 8 November 2016

Considered at item 5.1

4. ACTIONS ARISING FROM PREVIOUS MEETINGS

4.1 Actions arising from previous meetings

Resolved

The Committee:

- noted the status of actions arising from previous meetings
- requested that outcomes of the Committee's out of session consideration of the 2015/16 financial statements for the former Queanbeyan City Council be included in the schedule.

5. INTERNAL AUDIT REPORTS

5.1 Confirmation of Minutes for meeting 2 of 8 November 2016

Resolved

The Committee confirmed the minutes for meeting 2 of 8 November 2016

5.2 Council's Business Continuity Framework

Resolved

The Committee noted:

- the opportunity to implement consistent Business Continuity and Disaster Recovery planning methodologies across activities of the two former Councils
- the relationship between Council's Business Continuity and Disaster Recovery Plans and the Lake George District Disaster Response Plan which is prepared and managed separate to Council
- Council's current systems consolidation activities and their potential impact on development of disaster recovery strategies and plans
- the need to consider business continuity and disaster recovery issues as an integral element of system implementation activities.

5.3 Council's delegation framework

Resolved

The Committee noted:

- Council's systems and practices for managing delegations
- that the use of a stand-alone delegations database creates a degree of risk of Council employees acting in a manner that is inconsistent with their authority
- that the proposed enhancements detailed in the report will reduce that level of risk
- that the Department of Premier and Cabinet has developed an on-boarding suite for new Councillors that addresses duties and responsibilities.

5.4 Palerang Council Financial Statements for 2015/16

Resolved

The Committee:

- noted that the Office of Local Government has granted Council an extension to the end of February for the lodgement of 2015/16 financial statements for the former Palerang Council
- suggested that the notes to the statements clearly detail the impact on the reported result of the irregular reporting period and requirements for the recognition of rates revenues.

5.5 Preparation of Council's 2016/17 financial statements

Resolved

The Committee:

- noted that the draft 2016/17 Code of Accounting Practice and Financial Reporting has been issued by the Office of Local Government for comment
- noted the impact on reported performance of the irregular reporting period and requirements for the recognition of rates revenues
- noted that Hill Rogers has been appointed by the NSW Audit Office to conduct the audit of the 2016/17 QPRC financial statements
- requested that the Committee's role with regard to the preparation of the 2016/17 financial statements be more clearly defined and include:
 - consideration of the plan for preparation of the statements
 - discussion of the audit strategy document issued by the auditors

8.6 Report on Audit, Risk and Improvement Committee
Attachment 1 - 16 February 2017 - Audit Committee - Minutes (Continued)

- a briefing on the completion of audit fieldwork
- consideration of the statements prior to their presentation to Council and public exhibition
- requested that Council's quarterly financial performance reports and analysis of significant issues be provided to members out of session
- agreed that Mr Shanahan would report back to members on whether a representative of the NSW Audit Office should be asked to brief the Committee.

5.6 Report on Internal Audit activity

Resolved

The Committee:

- noted progress to date against the plan
- agreed that an audit of Council's payroll systems be substituted for the planned audit 'Change Management', and that the latter would be funded separate to the 2016/17 audit program as part of Council's transition program
- noted management's recommendation that an audit of Council's decision making framework be conducted during 2017/18
- noted the outcomes of Council's recent decisions in relation to the procurement of replacement systems, and that a draft report for the audit 'System under Development' is currently with the A/g Executive Manager, Systems, for comment
- noted that work on the audit of Council's fraud control arrangements is underway and a draft report will be issued for comment in the near future
- noted the audit report 'Implementation of Transition Activities - Phase One', and requested that it be revised to more clearly articulate the risk to Council posed by the issues raised.

5.7 Outstanding Audit Recommendations

Resolved

The Committee:

- noted the report
- asked that planned completion dates be clearly detailed and be recorded in the summary page
- agreed that staff would discuss with the Committee chair whether any recommendations of former Palerang Council and Queanbeyan City Council audits should be included in the report for future meetings.

5.8 External reports and publications

Resolved

The Committee noted:

- the current status of Council's systems and practices implemented to ensure compliance with Part 3 Division 5 of the Government Information (Public Access) Act 2009, 'Government contracts with private sector', as recently addressed in a cross agency audit undertaken by the NSW Audit Office
- the proposed timetable for informing members of Council's action in relation to Circular 16-24, 'Section 355 Committees', issued by the Office of Local Government, and NSW Audit Office special report 'Fraud Control'.

6.1 Other business - fraud control update

Resolved

The Committee noted the paper relating to asbestos testing conducted for Council by an external provider.

6.2 Other business – Transition Plan update

Resolved

The Committee noted the 'Action and Task Progress Report' which details progress against Transition Plan activities.

6.3 Next meeting date

Resolved

The Committee requested that meeting dates for the remainder of calendar year 2017 be identified in consultation with members and the Chair.

Mr. ANDREW COX
CHAIRPERSON

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.14 QPRC TOURISM PLAN AND TOURISM POLICY

ATTACHMENT 1 TOURISM PLAN

QUEANBEYAN-PALERANG REGIONAL COUNCIL

TOURISM PLAN 2017 – 2025

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Prepared by: Destination Marketing Store, April 2017

EXECUTIVE SUMMARY

Queanbeyan-Palerang Regional Council (QPRC) has prepared the region's first Tourism Plan, which covers the period 2017 – 2025, to provide strategic direction to the growth of our visitor economy, encourage economic development and attract investment.

QPRC recognises the significant potential of tourism as a key driver of the visitor economy and economic growth in the region. The recent success achieved by both Visit Canberra and Destination NSW in growing their visitor economies is an opportunity to be leveraged by our region.

The Plan recognises that success will come from greater collaboration within our region as well as with surrounding areas, including with Canberra and the regions of the NSW Southern Tablelands. It has been informed by research and consultation with our tourism industry.

Tourism and the growth of the visitor economy is everyone's responsibility. It will deliver benefits to our communities and contribute to a more vibrant place to live and work. This means that the Tourism Plan identifies opportunities for the private sector and other partners to be involved alongside the Council and our communities.

It establishes a clear vision for 2025, which is to connect our region, honour our heritage and inspire a future of possibilities. It also provides a distinctive positioning for the region, which underpins our strategic experience themes and offer to our visitors.

The Plan sets out both short-term and longer-term initiatives covering marketing, experience and product development, capacity building and opportunities to strengthen our relationships.

There are some major initiatives that would ultimately be game-changers for our region. While resources are not available to implement all of these initiatives, the Plan provides a clear roadmap of actions to achieve our long-term vision.

Some of the key recommendations include:

- Meet the Makers trails and events to promote our incredible produce, food and drink, artists and artisans;
- Establishing the region as an ultimate cycling destination, involving a network of cycling touring routes, rail trail experiences, bike parks and technical tracks and linking it all to the hospitality and heritage offer of the region;
- Integrating the visitor economy into our planning for the transformation of Queanbeyan's CBD and to guide the revitalisation of our towns and villages;
- Attracting investment in a diverse range of visitor accommodation;
- Creating sculpture commons that interpret and reflect the history and character of our places and inspire new ideas and thinking;
- Bringing our heritage to life by making it more accessible to our community and visitors alike while showcasing future possibilities for more sustainable living;
- Developing itineraries to promote and encourage discovery of our beautiful nature;
- Leveraging our marketing efforts through collaboration with Visit Canberra and reinvigorating our visitor services and marketing through new digital and online channels.

QPRC will utilise the Plan to prioritise our resources and attract investment from partners and the private sector to ensure that we achieve our vision and deliver tangible benefits to our communities.

INTRODUCTION

Queanbeyan-Palerang Regional Council (QPRC) has developed the region's first Tourism Plan to provide strategic direction to the growth of our visitor economy, encourage economic development and attract investment. This initiative is also designed to assist the amalgamation of the former Queanbeyan City and Palerang Councils by identifying the opportunities for greater collaboration to strengthen the economy and maximise the potential of the region.

This Tourism Plan recognises the strengths of the region and seeks to make greater use of its assets to enable a vibrant visitor economy where:

- The overall tourism mix is supported by other industry sectors, from renewable energy through to agriculture and produce, food and wine and arts and culture;
- Urban renewal and planning support, maintain and improve the essence of the destination;
- Regional dispersal across the region can be enhanced by identifying experiences that differentiate each of the villages and their offering, as well as identify experiences that strengthen the connectivity of the region;
- Growth in nature tourism is leveraged through experiences such as cycling and other recreational activities such as walking, which will also deliver benefits to our community;
- Partnerships with organisations such as Visit Canberra are enhanced to leverage marketing activities so that the region becomes a stronger part of the Canberra and Tablelands story.

Significant consultation was undertaken to develop the Tourism Plan, including community workshops and interviews with business owners, community representatives, QPRC personnel and the Local Representative Committee (LRC). In addition, meetings were held with key regional organisations, including Ngambri Land Council, Visit Canberra, Regional Development Australia (RDA), Pedal Power ACT, Molonglo Rail Trail, Monaro Rail Trail, Braidwood and Villages Tourism Association as well as local food and wine industry representatives.

A wide range of consumer research has been analysed, including data from Tourism Research Australia (TRA) as well as tourism-sector specific research reports, such as studies available on bike, nature and sports tourism and the short break leisure market.

As a result of the detailed consultation and research analysis, the Tourism Plan was developed to provide a strategic approach to growing the visitor economy. A key aspect is the integrated approach the Plan adopts to ensure that tourism is integrated into the broader economic development agenda of QPRC and the destination marketing programs of the Australian Capital Territory (ACT) and Southern NSW.

In addition, the Tourism Plan will assist QPRC proactively position the region and contribute to the development activities of:

- Canberra Region Tablelands and the Canberra Region Joint Organisation (CBRJO);
- Southern NSW Destination Network, which is currently being established and will be tasked with developing a Destination Management Plan for the broader region during 2017.
- Draft South East and Tablelands Regional Plan (NSW Planning and Environment); and
- Regional Development Framework – Making it Happen in the Regions (NSW Department of Industry).

It is clear that the region has many strengths, from its vibrant arts, food and drink culture through to its quality fresh produce and commitment to a sustainable environment. In the immediate term, the region's proximity to Sydney and Canberra, the nation's capital, offers a unique opportunity to

attract visitors for an outstanding short break getaway. Longer-term, with the right planning and investment, the region can mature into a destination of choice in its own right.

There will be significant benefits to our community, whether it result from investment in new infrastructure and facilities that help to improve our well-being or a more vibrant city centre and villages that attract new businesses and residents, creating employment opportunities and delivering improved services.

Goals of the Tourism Plan

QPRC identified the following broad goals of the Tourism Plan:

1. Establish a supported and clear unifying vision, strategy and priorities for tourism in QPRC region based on wide-ranging consultation with community, industry, stakeholders and QPRC;
2. Identify stakeholders committed to taking action to move the plan forward and outline their roles and responsibilities;
3. Produce a multi-year Tourism Plan to:
 - a. gain local, regional, state and national support for Queanbeyan-Palerang region priorities based on strong understanding of its opportunities and challenges
 - b. balance future tourism and events growth with local aspirations
 - c. provide for the future needs of visitors
 - d. foster an increase in partnerships between businesses, the community and stakeholders
 - e. guide future tourism capital investment and product development
 - f. create an enhanced capacity of local businesses to participate in programs or funding proposals offered by Destination NSW and other government or tourism industry bodies
4. Implement a best practice Tourism Plan to distribute economic benefits to the destination and support a sustainable tourism industry that will facilitate a greater level of local involvement in tourism;
5. Complement and integrate (where practical) with existing regional strategies, including Visit Canberra, Destination NSW, Canberra Region Tablelands and the CBRJO development activities;
6. Increase tourism visitation within the QPRC region by:
 - a. developing coordinated marketing strategies for use by all tourism stakeholders in the QPRC region
 - b. working collaboratively with Destination NSW and neighbouring councils to develop and promote a regional visitor experience
 - c. developing locally focused tourism initiatives to enhance the local visitor experience
 - d. developing tourism product based on evidence and the region's identified strengths, unique features and needs
 - e. identifying the best target markets for existing and new tourism products consistent with strategies and research and forward-looking market trends
7. Recognise the inherent character of the community and areas of cultural or environmental sensitivity.

The Tourism Plan addresses each Goal and provides an Action Plan with short (1 - 2 years), medium (3 – 5 years) and longer-term (5+ years) priorities for QPRC and our partners to implement. An

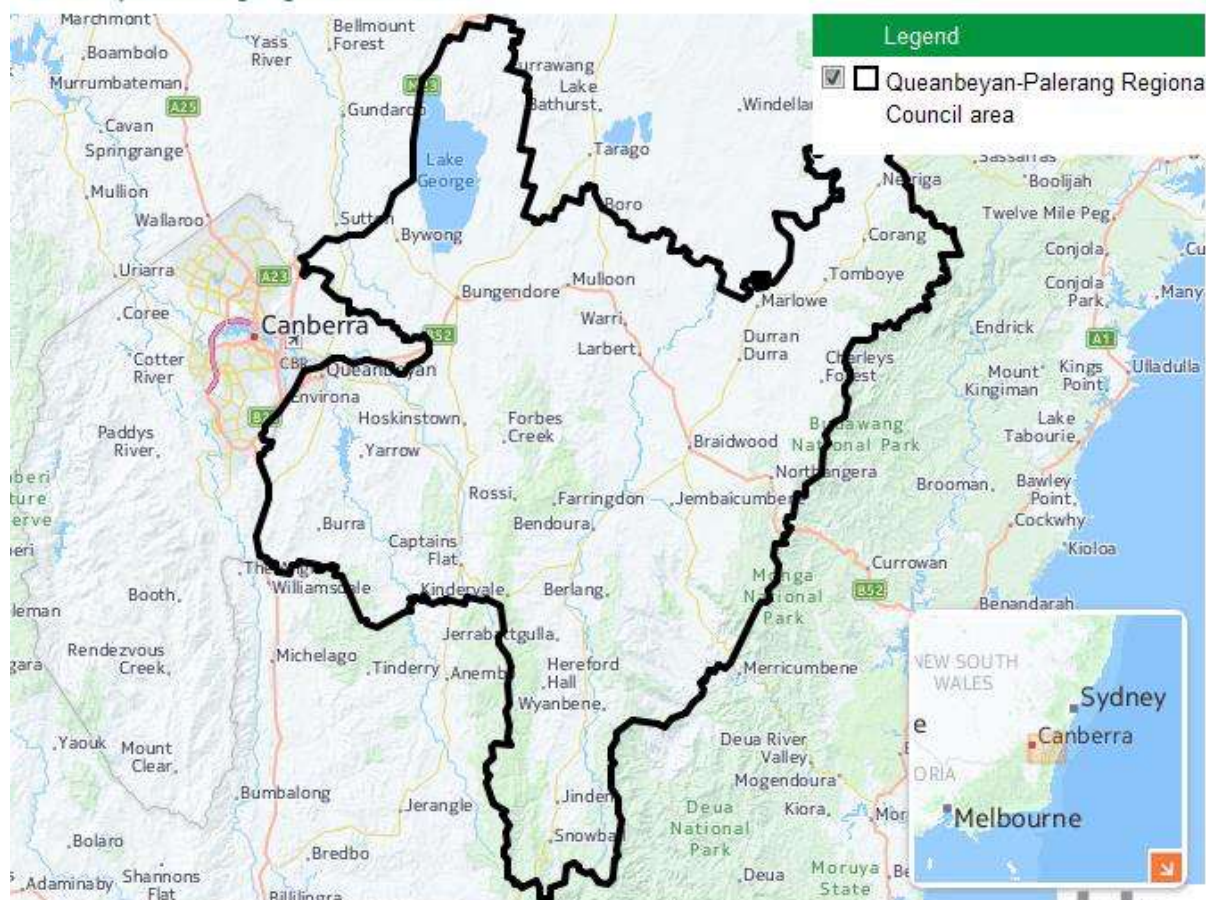
important consideration as the Council moves forward from planning to implementation will be the role of Council and its partners. While the Tourism Plan only represents one aspect of QPRC's broad approach to economic development, it offers a clear roadmap to grow the visitor economy, with implementation success reliant on strong relationships and our capacity to work collaboratively with a wide range of stakeholders as well as the communities and businesses of the region.

OUR REGION



Economic region

Queanbeyan-Palerang Regional Council area



Compiled and presented in economy.id by .id, the population experts.



CONSUMER RESEARCH AND CONSULTATION OUTCOMES

The following information is provided as a summary of key consumer research and consultation outcomes. A detail analysis of consumer research and trends was prepared to inform the Tourism Plan. It is provided in Appendix 1, *Consumer Research & Trends Analysis Report*.

Consumer research – understanding the visitor data

Destination NSW estimates that the South East and Tablelands region’s visitor economy is worth over \$1.6 billion per year and brings in over 6.1 million visitors each year. Almost 70 per cent of the economic contribution to tourism in the region comes from the Far South Coast (40 per cent) and the Alpine area (27 per cent).

Visit Canberra identifies that the key source of domestic overnight visitors is NSW (66%), followed by Victoria (18%) and Queensland (8%).

At the local level, Queanbeyan-Palerang overnight domestic trips are dominated by the Sydney market.

Sydney is by far the biggest source market for Domestic Overnight visitors – accounting for 32% of visitors and 26% of domestic visitor nights.

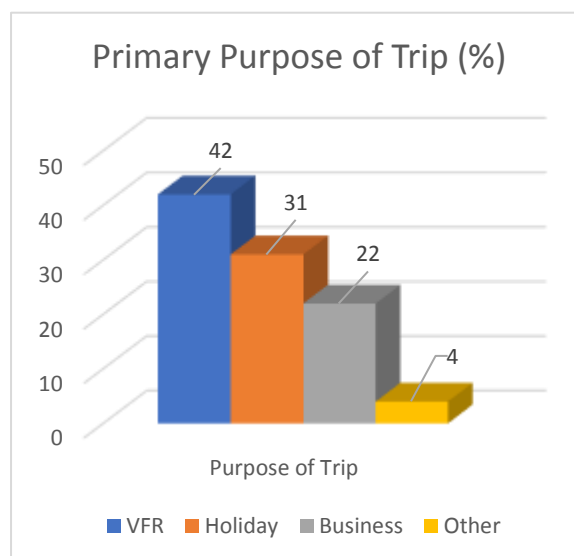
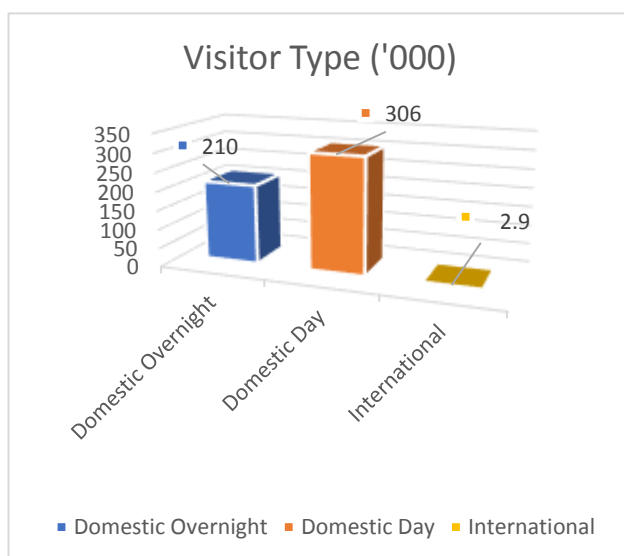
The NSW South Coast is the second largest source market - accounting for 14% of visitors and 11% of domestic visitor nights.

Other important source markets include Canberra and Melbourne.

QPRC region is currently heavily reliant on domestic day visitors. Over the last 10 years, day visitors dominated the market. In the two years ending June 2016, domestic day visitors represented 59% of the market, while domestic overnight visitors represent 40.5% and the international overnight visitors representing 0.5% of visitors.

The largest group of Domestic Overnight visitors to Queanbeyan-Palerang are the visiting friends and relatives market (VFR), accounting for 42% of all visitors in the year ending June 2016. Holiday makers account for roughly a third of domestic overnight visitors whilst business travellers account for 22%.

The majority of overnight visitors are only staying 2 nights – 62% in June 2016 (66% 10-year average).



Nature-based and cultural tourism

Underpinning significant growth in holiday travel in Australia over recent years is the unprecedented numbers of domestic travellers who pursue outdoor, nature-based and cultural activities as well as health-related activities such as cycling. The Queanbeyan-Palerang region has a clear opportunity in regard to the range and accessibility of its natural and cultural assets.

Short Breaks market

Short Breaks are a growing market in Australia – in the past decade, the short breaks market in NSW grew by 14%. Short breaks represent significant opportunity for destinations such as Canberra and the QPRC region as they are both within a three-hour drive of Sydney. Visit Canberra has also identified through qualitative research that Canberra and the region is perceived as a short break destination and not a holiday destination (at this stage).

The Queanbeyan-Palerang region is under-represented as a short break destination, particularly given the excellent access and transport options available. At a regional level the former Capital Country only attracted 4% of domestic visitors in NSW.

Short Break offers sit across and can be tailored to highlight specific tourism sectors, such as bike, nature and heritage tourism as well as to target the VFR market. Insights into the relevant specific-interest or niche markets are identified below under Target Markets and outlined in further detail in the attachment '*Consumer Research & Trends Analysis Report.*'

Global and domestic trends in tourism

There are a number of global¹ and domestic tourism trends that are highly relevant to the region, including:

- Growth market segments:
 - A modern female traveller – disposable income, travel solo or in small groups of friends; and
 - The fifties are the new demographic for travel brands.
- New experiences:
 - Tourism activities are finally coming into their own. However, the focus is on small-scale, immersive and locally-curated activities;
 - New luxury is defined by small brands with big stories – the appeal is in bringing the story to life through immersive and authentic experiences matched to high-quality and more personalised accommodation options; and
 - 'Festilisation' of meetings and events – festival components to bring depth and highlight the offer of the destination during events and conventions.
- The growth of combination adventure – the concept of adding in other activities to provide a multi-activity itinerary underpins the need for partnerships;
- Dining out as the main event – not just about the 'super-star' restaurants but now about 'local heroes' who create immersive and curated experiences rather than simple, expected service;
- Domestic travel - increasingly seen as a major opportunity among all demographics, including young adults who are particularly interested in short-break opportunities with friends; and

¹ For a concise summary of global trends in tourism, see: <http://podcast.skift.com/2017/01/26/megatrends-defining-travel-in-2017/>

- Continued rise of the flashpacker – the 35 – 45 year olds who wish to relive the experience of their backpacking days but in more comfort and style, including undertaking higher-yield activities.

Key outtakes from consumer research and tourism trends

In summary, the key outtakes from the consumer research and analysis of tourism trends include:

- Short breaks represent the greatest short to medium term opportunity;
- Bike tourism is higher yield and a growing market segment, especially for short breaks and events;
- Nature and cultural-based tourism is a fast-growing segment and should also be targeted;
- Strengthening the food, drink and arts offering (or perception of this offer) is critical, including events and markets – there are opportunities to leverage the high-quality offering to host special events, such as festivals, weddings and reunions (family and/or special interest reunions);
- Heritage tourism represents a smaller, niche offering but could be strengthened to have broader appeal if it was more accessible;
- Visiting friends and relatives (VFR) travellers, including those visiting Canberra (domestic and international) is a strength of the region. However, adopting a different approach to marketing directly to the host is required; and
- There is an opportunity to strengthen partnerships with Visit Canberra, CBRJO, Destination NSW and the recently established Southern NSW Destination Network to leverage marketing and experience development so that the Queanbeyan-Palerang region is a stronger part of the Canberra and Tablelands story and enhances NSW's tourism offer.

Consultation outcomes – key insights of stakeholders, industry and our communities

Consultation workshops were held in the second half of 2016 with community representatives from across the QPRC region, QPRC staff and the Local Representative Committee (LRC) as well as key stakeholders from within the tourism industry, hospitality sector and interest groups. A number of one-on-one stakeholder interviews were also conducted.

The key insights from the consultation process are summarised below:

- Perceived strengths of the region are its heritage, natural environment and local artisans and food and wine experience but it is also part of the broader region that embraces innovation and new industries to drive economic growth, i.e. renewable and sustainable energy production.
- The community and businesses are committed to and keen to see a planned approach to tourism led by the QPRC. There is a desire to work together more cooperatively.
- Strong desire to ensure that the region maintains its authenticity and more intimate and friendly ambiance. This means positioning the QPRC to leverage its history and heritage, local artisans, designers and craftsman (this includes winemakers) and its local produce.
- Sports tourism opportunities should be explored, especially in relation to Queanbeyan.
- The domestic market, particularly out of Canberra has been identified as having the most potential for growth.
- It was generally viewed that the region has an opportunity to leverage the international visitor due to the opening of the ACT international airport. This international market would only represent a small percentage of the overall visitor market.

Key challenges raised in relation to the region's visitor economy included:

- Perceived negative attitudes of the broader community to tourists ie local residents do not wish to see an influx of mass tourism into the region.
- A previous lack of planning for tourism and a lack of cohesion across the broader region, which is also contributing to a sense of apathy and low engagement.
- Inconsistent standards of customer service – there were examples highlighted of good customer service but generally the perception was that this is not consistent across the region.
- There is a clear opportunity to increase connectivity of the region especially through joint promotion and infrastructure such as rail trails, cycle ways and urban renewal projects. However, this would rely on greater collaboration, which is currently viewed as at a low level.
- The importance and strengthening of local events was recognised. However, volunteer fatigue was raised as a potential challenge for continued event programming, especially in small communities.
- Perceived need for greater marketing effort, particularly in the digital space along with a re-positioning of the QPRC 'brand' as a tourism destination and how that could leverage Canberra.
- A lack of Aboriginal cultural experiences was identified as a gap across the region.
- Lack of a range of accommodation, particularly to attract new markets or service some traditional markets eg holiday parks and higher quality accommodation. It was noted that there are a lot of motels that provide a low-value offering, which reinforces the 'cheaper than Canberra' perception.
- Strategic urban planning is a key issue that has also been identified as a weakness, with the Queanbeyan CBD highlighted as a major example. The key concern raised was the lack of attractiveness, functionality and vibrancy of the CBD. Likewise need for stronger heritage planning and standards in key villages, especially Braidwood.
- Visitors services are seen as important to raise the profile of the region and improve the visitor experience. However, there were a range of views with regard to the effectiveness of the existing visitor services, with the following issues raised specifically:
 - Multiple websites, causing confusion for visitors;
 - Inconsistent quality of face to face visitor information, particularly in relation to providing appropriate coverage to the range of activities, retail and accommodation options; and
 - Relative costs associated with the channels for visitor services and whether the current split between face to face and online or digital services is the most appropriate mix to maximise visitor outreach as well as whether the current location of existing visitor services matches visitor needs.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & CHALLENGES

The table below sets out the strengths, weaknesses, opportunities and challenges facing the Queanbeyan-Palerang region. These have been identified through analysis or high-level review of: consumer research; domestic and global tourism trends; stakeholder consultation; and assets, facilities and infrastructure of the region.

Strengths and opportunities

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> • Range of existing outdoor recreation and nature-based facilities and places • Extraordinary European heritage, including a heritage-listed town (Braidwood) • High quality local produce and wines • Cross-regional collaboration through the CBRJO • Proximity to Sydney and Canberra • Strong existing VFR market, including out of Canberra 	<ul style="list-style-type: none"> • Strengthen the connectivity between Queanbeyan CBD and region's villages and towns through enhanced networks of touring routes, cycle ways and walking trails – capitalise on the existing (but as yet unfunded) proposals for rail trails, bike parks, etc • Queanbeyan CBD Transformation Strategy currently being developed – improve integration of the visitor economy and outdoor recreation • Amalgamation offers a unique opportunity to identify the common ground and create economies of scale to build awareness of and promote the region • Short breaks market is growing – tailor regional offer to capitalise on this growth • Opening of international air access through Canberra Airport, in particular (but not exclusively) for the international VFR market into Canberra • Collaboration with surrounding regions and Canberra (eg Visit Canberra and new Destination Network), including joint marketing, destination planning, event activations and experience development

Weaknesses and challenges

WEAKNESSES	CHALLENGES
<ul style="list-style-type: none"> • Lack of cohesion and collaboration between key stakeholder groups and industry sectors • Limited range of accommodation types and accommodation capacity restrict the towns within the LGA’s ability to attract events • Allocation of existing resources not maximising opportunities to build awareness or promote the region to key target markets • Visitor information centres (VICs) – stand-alone VICs are resource intensive and reduce resources for other visitor services’ channels • Online and digital presence confusing – multiple, poor quality or out of date websites (eg Braidwood and high reliance on volunteers) – lack of engaging content on Visit NSW website and low social media presence • Inconsistent levels of capacity within the industry and visitor services • Maintenance required to some visitor infrastructure such as tracks and trails • Inconsistent standards of customer service, including some villages not offering 7 day or weekend services • Limited resources for implementation of signature experiences 	<ul style="list-style-type: none"> • Low interest and awareness within communities of the benefits of sustainable tourism or revitalisation of the CBD • Customer reviews and feedback not consistent and will impact on decision to travel • Poor perception of Queanbeyan – viewed as the ‘low-cost’ option for Canberra stays • Current lack of a clear positioning for the region or understanding of the broader regional offering • Many artists and artisans but few with ‘open studios’ • Volunteer fatigue to help run events and markets • Competition from Canberra with regard to limited accommodation reinforcing perception as day visitation destination (not overnight)

TARGET MARKETS

The approach adopted within the Tourism Plan is to maintain existing markets but also target new higher-value markets. This approach supports the growth of the visitor economy, recognizing that existing markets continue to provide economic benefit to the region.

The following diagram presents the existing markets alongside those new markets identified as having the highest potential to grow the visitor economy of the region, based on a number of factors including leveraging existing assets and the region's competitive advantage.



High-level objectives for target markets

As part of the process to evaluate the QPRC Tourism Plan, it is important to identify measurable objectives in relation to the target markets. The objectives vary between those set for existing markets and those established for new markets, as outlined below:

1. **Existing markets** – strengthen appeal of the destination to existing markets to:
 - a. Extend length of stay
 - b. Encourage repeat visitation
 - c. Increase participation in tours and activities
2. **New markets** – focus on those markets with greatest propensity to grow the visitor economy:
 - a. Increase visitor numbers
 - b. Increase yield (through development of higher-yield experiences and accommodation offer)

Describing the target markets

There are three key new markets identified, based on emerging trends in domestic travel:

1. **Active families** are attracted to a destination that offers happy, healthy, sustainable and safe family adventure. There is a strong trend in tourism driven by the motivation of many city-living families to escape the urban environment. They seek opportunities for their children to experience the great outdoors and self-select a break from relentless screen time by providing a fun and exciting alternative. This increasingly includes short breaks. The region is

well positioned to offer this type of holiday and enhance it through linking into Canberra's activities for children.

2. **Younger adults**, in the age group of 25 – 35, are changing the way they travel. This market is highly likely to be attracted to the region as they seek more sustainable, nature-based destinations that offer a variety of accommodation, quality food and wine and contemporary arts and culture. They travel in couples or small groups of close friends, avoid youth hostels and desire to experience a destination 'like a local.'
3. **More active retirees or 55+ market** – there has been a clear segmentation of the retiree market, with more active retirees seeking more than a 'grey nomad' holiday. This market prefers a more active holiday, especially with recreational opportunities in nature or the outdoors. Many travel with their bikes or kayaks.

In addition, there are some core market segments that should also be targeted:

- **Short breaks market:** The annual study into the Australian travel mindset, Domesticate, reported that short breaks are a vital component of a happy life, offering a chance to get away from 'city busyness' and to refresh and relax. Domestic short breaks often a mix of planned and spontaneous trips, spread across the calendar to provide milestones to look forward to. Australians like to make short domestic trips often, even after returning from long-haul overseas trips. As identified by Visit Canberra, the short break market is definitely a short to medium priority for QPRC.
- **Cycling market or bike tourism:** A recent Tourism Research Australia survey, conducted in partnership with Visit Victoria concluded that while this market is relatively small in size, those involved often take multiple trips each year, and are highly engaged. It found that recreational cycling on day trips close to home was the single most common trip type (28%) although participation in three cycling events and trips that involved at least one overnight stay were also popular trip types. The QPRC has a competitive advantage in this market and with the right investment could ensure it becomes a world-class cycling destination.
- **Nature and adventure-based tourism:** Nature-based travel is a strong and growing segment of the tourism industry in NSW. NSW received nearly 25.3 million international and domestic nature-based visitors in the year ended December 2015; up by 10.5% on the year ended December 2014. However, Capital Country has a relatively low percentage of overnight domestic visitors who engaged in a nature-based activity.

The natural environment and recreation areas in Queanbeyan-Palerang provide abundant opportunities for outdoor activities including horse-riding, bushwalking, camping, swimming and fishing. There are many facilities and opportunities for active recreation such as swimming pools, horse-riding, dog off-leash areas, cycle ways, greenways, walking trails, skate parks, exercise centres, golf courses and tennis courts. Domestic visitors to the region also rate 'Bushwalking or Rainforest walks' in the top 5 activities for in the region. There is an opportunity for Queanbeyan-Palerang to further develop nature-related tourism product offerings as well as design marketing specifically targeting nature based travellers.

- **Visiting Friends & Relatives (VFR) market:** While this market is an existing market, it is clearly a strength of the region and has significant potential to grow. It includes those visiting the region to attend reunions, both family or special-interest groups such as defense personnel. A key point is that the VFR market for the region also includes the Canberra

market. A vast majority of current visitors to the region are VFR travellers. 'Visit friends and relatives' is listed in the top two activities for both domestic overnight and day visitors and the major type of accommodation category is 'a friend's or relative's property'. There is an opportunity to tap into the VFR market via targeted marketing activities aimed at the host to increase expenditure and length of stay.

Further detail on these markets, including consumer research data and recent studies is contained in Appendix 1, *Consumer Research & Trends Analysis Report*. This report also includes further information on the **Food and Wine market**.

There are some other more niche or specialist tourism market sectors also worth considering:

- **Culture and heritage tourism:** NSW saw a modest growth in the cultural and heritage tourism market from both domestic and international visitors from 2011 to 2015, with an increase of 10.2% and 13.8% respectively in the year ending 31 December 2015 on the prior year. The most popular cultural and heritage activities for both domestic and international markets are: visits to history, heritage buildings and sites; followed by visits to museums or art galleries; and attendance at festivals or cultural events. Interestingly, these activities are relatively more popular with international visitors and unsurprisingly, the participation in these activities varies significantly across age groups. Capital Country is performing well in regard to cultural and heritage tourism compared with other regions in NSW, with only the Blue Mountains and Sydney attracting a larger share of the market². It is likely that this trend will continue to grow. QPRC has a competitive advantage in relation to its historic and heritage sites and buildings. However, one aspect to further develop is the Aboriginal cultural offering of the region. This is a longer-term proposition and would require closer collaboration with organisations such as the Local Aboriginal Land Council and the NSW National Parks and Wildlife Service (NPWS), which manages a cultural tourism development program.
- **Sports Tourism:** Sport not only gives people pleasurable things to watch and play in their spare time, but also supports many businesses, sporting associations and clubs. Furthermore, it provides "external" benefits in the form of more socially connected neighbourhoods, healthier communities, lower healthcare costs, and more productive workplaces³. For these reasons alone, investment in sporting facilities and maintenance will provide a positive outcome for the community. There is little statistical information that estimates the contribution of sporting events to regional or local economies specifically, although it is recognized that 'events generate considerable general economic activity in the community. Because sports also generate consumer demand for all manner of goods and services related to, or associated with, participation or spectating, there are many additional economic spin-offs from sport that serve as economic drivers within other sectors of the economy.'⁴ Sport more broadly should be considered in more detail in both the QPRC's economic development and community engagement strategies.

There are a number of key insights in relation to sports tourism that have informed the recommended actions in the Tourism Plan:

² <http://www.destinationnsw.com.au/wp-content/uploads/2013/05/Cultural-and-heritage-tourism-YE-Dec-15.pdf>

³ <https://theconversation.com/sport-is-more-than-just-a-fringe-player-in-australias-economy-71212>

⁴ https://www.clearinghouseforsport.gov.au/knowledge_base/organised_sport/value_of_sport/economic_contribution_of_sport

- Leverage the positioning of the region by supporting and promoting sporting events that highlight the appeal of the region or profile specific experiences, for example cycling or horse-riding events, including polo;
- Support sports that already have strong community engagement to attract and host regional, State or National events. This may include funding or in-kind contributions towards 'hosting bids' to sporting associations. In relation to such events, there needs to be careful coordination between many partners such as the hospitality sector to ensure a range of accommodation is available, restaurants and shops are open and basic services will be in place to maximize the benefits of hosting it, including enhancing the perception of the region as a leisure destination. Examples include continued support for the Kanga Cup (Canberra region football competition) and a very active cricketing community as well as emerging sports such as water polo;
- Developing itineraries and promoting experiences and activities that encourage sporting event participants to either bring friends or family with them and/or extend their length of stay is important. However, the offer must match the motivations and expectations of the target market of of the event. Furthermore, it should be promoted well in advance of the event and in partnership with the event organiser and sporting club/association.

Tourism to Canberra and the Australian Capital Territory (ACT)

A clear opportunity for the Queanbeyan-Palerang region is to leverage marketing and experience development efforts by Visit Canberra and the ACT Government. Since the amalgamation, the relationship with Visit Canberra has already been strengthened, especially through the CBRJO. However, further leverage could be achieved by focusing on opportunities to:

- Extend length of stay, especially in collaboration with major exhibitions in Canberra such as those hosted by the National Museum and National Art Gallery;
- Encouraging exploration of the region for the VFR market into Canberra. An important growing market is international VFR, particularly resulting from the international student market and the opening of Canberra Airport to international flights;
- Drive and short-break markets, which are currently a strength of the Canberra visitor economy. This would involve enhancing the appeal of the Queanbeyan-Palerang region for day trips as well as to encourage overnight stays to experience the region's nature and outdoor recreation, including bike tourism.

The ACT Government has committed to the development of a Cycle Tourism Strategy, which would be enhanced by the bike tourism experiences in and cycling linkages to the Queanbeyan-Palerang region. The arts and artisan and food and wine offer would also strengthen the appeal of the region and value-add to Canberra's experience offer.

Visit Canberra reports that for the year ending September 2016⁵, growth on the prior year in domestic day and domestic overnight visitors was above the national average while the increase in international visitors was around equivalent to the national average. However, for both domestic and international overnight markets the lengthen of stay decreased, which was against the national average trend of a 3.7% and 3.8% growth respectively. Joint marketing initiatives should target increasing length of stay to reverse this trend.

⁵ See: http://www.tourism.act.gov.au/images/documents/research/snapshots/Tourism-Snapshot_September_2016.pdf

2016 International Visitor Survey results for Canberra and ACT⁶

Canberra led the nation in 2016 for increased international visitor expenditure in a bumper year that saw 7.6 million visitors spend a record \$39.1 billion across the country.

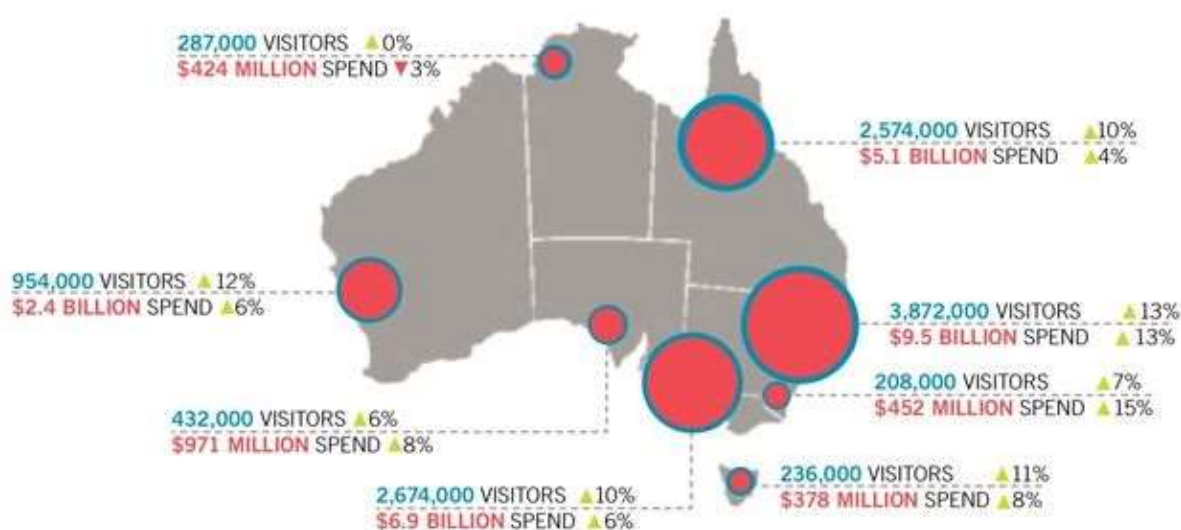
The ACT recorded 208,000 visitors (+7%) who spent \$452 million. The 15 per cent extra they paid was Australia's highest gain.

Canberra also had the biggest gains for average trip expenditure (+7.7%) and average expenditure per night (+33.1%). The big spend came despite reduced average stays (down from 26 nights to 21) and a 38.9 per cent plunge in backpacker nights, suggesting more well-heeled, high-yield visitors.

For those citing education as a reason for their Canberra stopover, total expenditure rose 22.7 per cent to \$272 million. There was modest growth in the holiday market, family visits and business travel.

The impressive ACT figures include minimal impact from the introduction of international flights to Singapore and Wellington, which only began on September 21.

Image: Canberra recorded Australia's highest growth in average expenditure per international visitor in 2016 – Data source: Tourism Research Australia (TRA), International Visitor Survey (IVS) 2016



⁶ Following information taken from Canberra Times article on 15 March 2017 – see: <http://www.canberratimes.com.au/act-news/canberra-leads-australia-in-overseas-visitor-spending-growth-20170314-guxzwz.html>

DESTINATION VISION & POSITIONING

A best-practice approach to strategic tourism planning involves identifying a clear vision and positioning for the region at the outset. The destination vision extends to 2025, as it will provide a consistent direction while the various strategies that support it are tailored to suit the circumstances of each phase in QPRC's long-term commitment to economic development and growing our visitor economy.

At the heart of the vision statement is the desire to position the Queanbeyan-Palerang region as a leading regional destination that is anchored by its rural heritage and mining history but with a focus on the future, which is demonstrated by the presence of the renewable energy sector and the quality of the residents' lifestyle.

Vision Statement for 2025:

Our vision is to connect our region, honour our heritage and inspire a future of possibilities

The vision encompasses three core ambitions:

1. **Connecting the region:** Following the amalgamation of Queanbeyan City and Palerang Councils, there is a great opportunity to develop stronger connections between our communities and our people while also seeking partnerships that help to enhance our connectivity beyond the region.
2. **Honouring our heritage:** Our region is steeped in history with outstanding examples of our nation's heritage. It is a region that takes great pride in our rural and mining heritage and continues to honour this through a genuine rural lifestyle.
3. **Inspiring a future of possibilities:** Queanbeyan-Palerang is a place where contemporary art and culture connect with a rich rural heritage, open space and remarkable nature. As the world becomes increasingly busy our unique mix of rich rural lifestyle and relaxed urban life will become increasingly attractive as a place to inspire creativity.

Destination Positioning

A destination positioning statement should be aspirational, invitational, based on consumer insights and resonate with the target market. It provides the context and an emotional reason to choose your destination over another one. It helps to win both the hearts and the minds of the target market.

Importantly, the positioning is a framework from which the destination can ensure consistency in the implementation of its communication and marketing strategies. It should inform the development of a tagline or slogan for the destination.

Together, the vision and positioning are the region's 'DNA' and set the direction of the Tourism Plan, specifically:

- Sustainable development to grow the visitor economy, which is in keeping with the values and character of the communities that make up the region;
- Creating opportunities that are attractive to residents and visitors alike, reinforcing the

integrated approach to planning of infrastructure, places and spaces, experiences and products that benefit the community as well as the visitor economy;

- Attracting new events, activities and exhibitions that reflect the local character of the region and contribute to a vibrant community and destination.

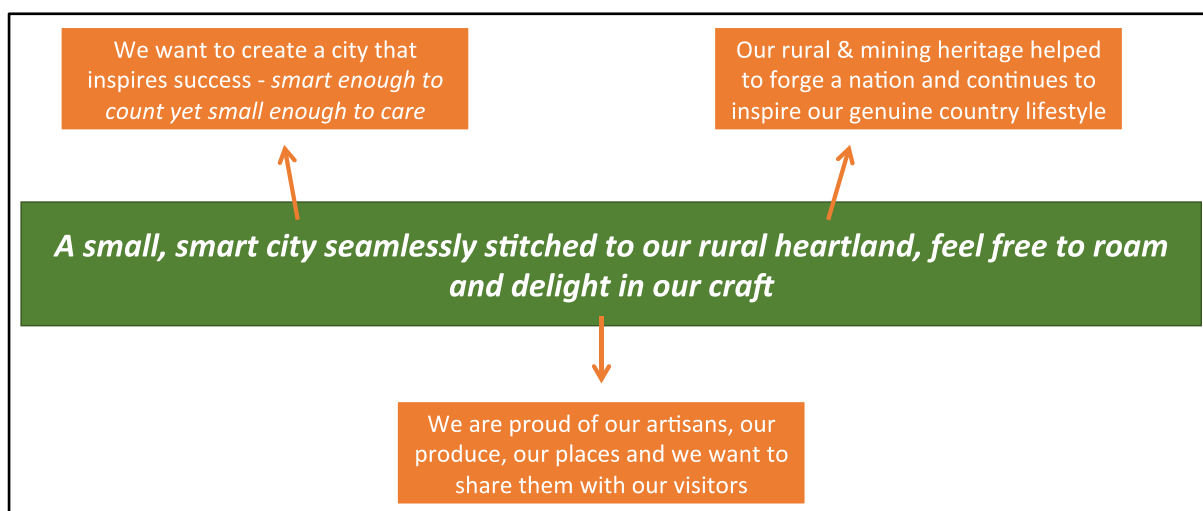
The destination positioning statement for Queanbeyan-Palerang is:

*A small, smart city seamlessly stitched to our rural heartland,
feel free to roam and delight in our craft*

The positioning statement is based on the following propositions:

1. We want to create a city that inspires success - *smart enough to count yet small enough to care*
2. Our rural and mining heritage helped to forge a nation and continues to inspire our genuine country lifestyle
3. We are proud of our artisans, our produce, our places and invite our visitors to experience them with us

The link between these propositions and the positioning statement is illustrated in the following diagram:



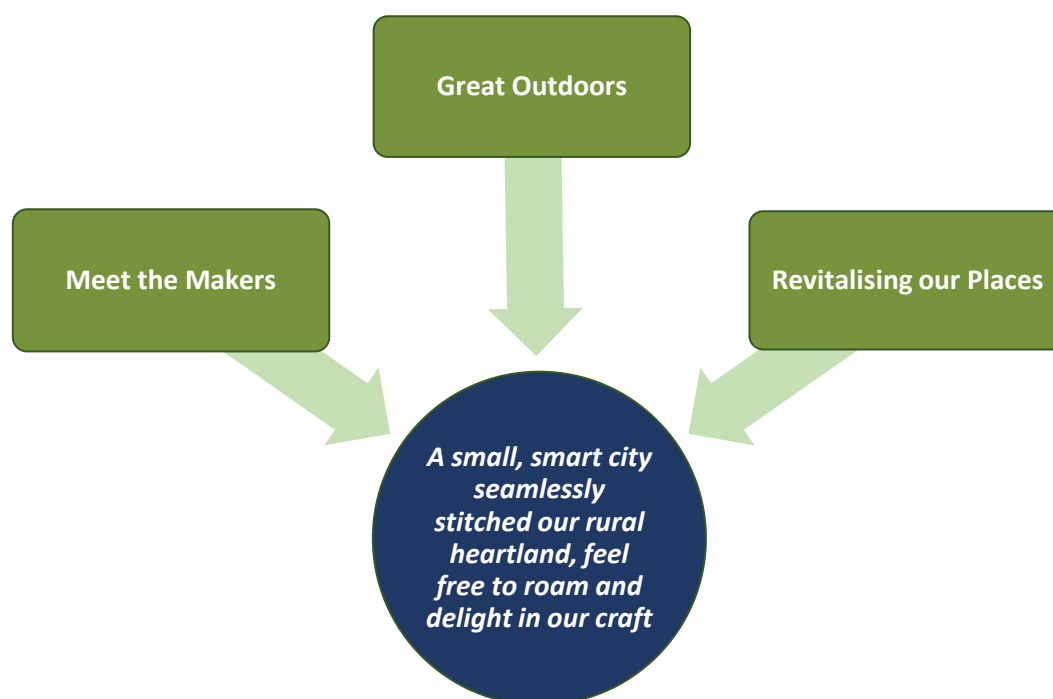
As noted above, the positioning statement is not a tagline. Instead, it provides a framework for how QPRC communicates internally and externally. It informs the strategic development of the destination by sitting across the strategic themes and signature experiences offered within the region.

QPRC should utilise the positioning to inform the development of a place identity and tagline for external use in marketing and communication activities.

STRATEGIC THEMES & SIGNATURE EXPERIENCES

Three strategic themes underpin the Tourism Plan. They are:

1. **Meet the Makers**
 - Food and drink
 - Arts and crafts
 - High quality, accessible and more personalised experiences
2. **Great Outdoors**
 - Healthy outdoor living
 - Quality recreational opportunities
3. **Revitalising our Places**
 - Queanbeyan – Small city for small business
 - Vibrant rural villages – steeped in heritage; celebrating our country lifestyle and rich artisan culture



Our Vision: Connect our region, honour our heritage and inspire a future of possibilities

The core themes identified for the QPRC region should link to and leverage the experience pillars of *Visit Canberra* to enable greater collaboration and synergies between the nation’s capital and its surrounding environment.

This will also assist to positively position the QPRC Tourism Plan in relation to the future development of a Destination Management Plan for the newly formed Southern NSW Destination Network as well as with the destination positioning of the Canberra Region Joint Organisation (CBRJO).

The following table demonstrates the alignment between the QPRC Strategic Themes, Visit Canberra Experience Pillars and the Canberra Region Tablelands positioning (People, Place, Produce):

QPRC Strategic Themes	Visit Canberra Experience Pillars	Canberra Region Tablelands positioning
Meet the Makers	Food & Drink	People & Produce
	Art & Culture	
Great Outdoors	Outdoors & Nature	Place
	Family Fun	
Revitalising our Places	Museums & Galleries	People & Place
	Shopping & Markets	

The importance of identifying the linkages is that it will assist in leveraging the key strategies in the Tourism Plan to the work of our partners, such as Visit Canberra and through the CBRJO.

Signature experiences

Outlined below is a summary of the signature experience offer that would enhance the appeal of the region to the identified target markets. There are also clear benefits for the communities of the region, including infrastructure and facilities that can be utilised by local people for recreation and leisure. In the following section, these signature experiences are explored in further detail to capture the enablers and ultimately actions for either Council or one of its partners to implement.

Strategic Theme 1: Meet the Makers	Signature Experiences: <ul style="list-style-type: none"> • Food & Drink Trail • Artists & Artisans Trail • Local Ambassadors • Meet the Makers’ Events
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There is an opportunity to develop boutique ‘Meet the Makers’ experience trails for both food and drink and arts and crafts. These trails should link individual experiences and leverage events, restaurants, cafes and galleries.

- Existing events, such as the Southern Harvest Farmers Markets, which are already well positioned in the market place, should be highlighted as part of the Meet the Makers’ experience trails with an emphasis on seasonal produce and slow-food movement, especially during autumn and winter seasons.
- A signature art and craft market should be established, which profiles local artists and artisans as well as local galleries and studios. Continue to host *Art Trail*, which is an open studio day with regional artists and artisans, including jewelers, craftspeople, sculptors, ceramists, etc
- Develop an initiative to increase the use and promotion of local produce and wines within restaurants and cafes throughout the region.

To support cross-regional collaboration, consider facilitating a new food and drink event, such as *Produce, Plate and Drink*, which could be delivered by a third-party provider to highlight the depth of produce and the food and drink offer of the broader region, encompassing the ACT and Canberra Region Tablelands or alternatively in collaboration with the NSW South Coast, such as a *Soil to the Sea* event.

In addition, there is an opportunity to promote individual food, drink, farm gate or winery businesses through a local ambassadors' program and encourage other local hospitality businesses and agricultural producers to develop their capacity and quality of service. A capacity building event, targeting the local industry, would involve the ambassadors and enhance the networking opportunities between producers, suppliers and food and wine retailers, cafes and restaurants.

Strategic Theme 2: Great Outdoors	Signature Experiences: <ul style="list-style-type: none">• Ultimate Cycling Destination (game changer)• Nature Itineraries
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QPRC should position itself as the ultimate cycling destination of the future. There are a couple of key considerations, including:

- Physically connecting Queanbeyan to the villages and towns of the region through new facilities and cycle ways
- Opportunity for a mix or range of facilities and infrastructure – single track, multi-use or shared trails, technical rides and bike parks as well as touring routes including rail trails
- High priority is to map both the existing and potential (ie already identified) trails and develop a master plan for long-term growth and positioning of the region as a premium cycling destination
- Master plan should determine key routes and linkages, gaps and opportunities, feasibility and stages for investment and identify linkages between trails and off-bike experience offer, particularly food and wine, heritage, arts and crafts.

There are clear benefits for the community, including recreation and linkages between the urban and rural settings of QPRC that would also be attractive for people considering relocating. An example of the benefits for local communities is reflected in the QPRC Community Grants proposal for Captains Flat Bike Park, which has subsequently been funded. This bike park will provide a site within the broader network of cycling and bike infrastructure/facilities for attracting tourists, including connectivity with the proposed Molonglo Rail Trail, while also delivering benefits to the Captains Flat community such as skills development, increased physical activity and strengthening community participation and engagement. An important initiative is to support the feasibility study for the Molonglo Rail Trail from Captains Flat to Bungendore.

Creating a world-class cycling destination would provide a very strong offer for the short break, young adults and active 55+ markets as well as for events. It should be developed in collaboration with the ACT Government, in particular in relation to the ACT's Cycling Strategy, for example to prioritise linkages in the track and trail network and corridors between Canberra and the Queanbeyan-Palerang region.

While the region currently offers a great range of outdoor facilities and opportunities to explore nature, it is poorly promoted. In addition, there are few itineraries that highlight the best that the nature of the region has to offer. Undertaking an audit of the key nature-based assets, developing

itineraries and strengthening content for marketing nature-based activities are key priorities for QPRC.

<p>Strategic Theme 3: Revitalising our Places</p>	<p>Signature Experiences:</p> <ul style="list-style-type: none">• Queanbeyan Revitalisation (game changer)• Living Heritage; Inspiring Possibilities• Sculpture Commons (game changer)
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The urban renewal of Queanbeyan centre or CBD is a game changer for both the community and visitors. The master planning process is a critical time to ensure the positioning of Queanbeyan supports a vibrant future. There are a couple of key considerations, including:

- Positioning Queanbeyan as a small, smart city for small business and enhancing its reputation as an outstanding regional city in Australia – *smart enough to count yet small enough to care*
- A priority for planning is to connect the rest of the region through tracks and trails network right into the heart of the CBD while also providing opportunities to profile the best the region has to offer through the cultural, retail and hospitality offer available within the CBD – this will reinforce the region’s values, positioning and lifestyle
- Create a hub or creative precinct around the Q Theatre to encourage and attract musicians and emerging artists and artisans through offering low cost studio space
- Attract new businesses through providing incentives for small business to relocate to Queanbeyan (not necessarily from Canberra) – this will encourage new hospitality services and improve the quality of cafes, restaurants and bars through increased demand and competition
- Spaces between the buildings is critical – enlivened spaces are attractive and can also support greater promotion of regional product, arts and crafts through stores, pop-up stores, markets, etc. This would be supported by an urban beautification program.
- Consider establishing an Expert Advisory Panel to assist with the development of the vision, concept and master plan.

Appendix 1 outlines the benefits of and success factors for transport oriented development and urban renewal. This information has been prepared by ARUP. It is recommended that these success factors are considered in relation to the development of the Queanbeyan CBD Transformation Strategy.

There is an opportunity for Council to review its planning policies and processes to encourage renewal of the urban centre, towns and villages, including attracting investment in a broader range of accommodation facilities across the region. Incentives to attract investment in more unique or boutique style accommodation, including in natural areas or through the adaptive reuse of heritage buildings would also enhance the appeal of the destination to the identified target markets.

A key initiative to consider is the development of a visitor accommodation strategy, addressing the range of accommodation types suitable to the region and incentives or planning policies required to attract investment. For example, the changing dynamic of the 55+ market will likely see an increase in demand for holiday parks with facilities for recreation vehicles (RVs), campervans and caravans, particularly in Bungendore and Braidwood. This would also address the limited availability of this type of accommodation in these towns, which also suits existing markets (particularly grey nomads and families). There are also successful examples of holiday parks in natural settings that have incorporated semi-permanent tented accommodation. For example, Parks Victoria have developed

Wilderness Retreats at Wilsons Promontory National Park, Cape Conran Coastal Park and Buchan Caves Reserve in Victoria's Gippsland. They offer visitors the opportunity to immerse themselves in nature while staying in high comfort, low impact, safari style tents⁷. While offering a more affordable option they would also enhance the range of accommodation in the region.

Revitalising the heritage offer of the region through the concept of **Living Heritage** would enable broader appeal of the region for all markets, not just the niche heritage tourism market. There are a number of ways in which QPRC could enhance its heritage offer under this theme, including:

- Adaptive reuse of heritage buildings for boutique accommodation, restaurants or functions and events. As part of the above-mentioned accommodation strategy, QPRC's planning policies and processes should be reviewed to facilitate or incentivise adaptive reuse;
- There are some key sites and points of interest that require maintenance or improved access to ensure they remain part of the heritage experience of the region. This is not restricted to the key villages of Braidwood or Bungendore but is inclusive of the broader region. The concept links to Inspiring Future Possibilities by highlighting new ventures. For example, promoting renewable energy while respecting the region's mining history. This could be enhanced by creating the first rural region with electric car fill-up stations and cross-promoting with scientific institutions in Canberra.
- Placement of high-value heritage items or objects from within museums in-situ throughout villages, even inside retail stores. It also includes a focus on the retained and contemporary parts of genuine country living, such as the rodeo events and sale-yards. This would make the rural heritage of the region more accessible and attractive to a broader audience.
- Better trails and interpretation would support this as would a partnership with key museums or institutions in Canberra – *See it in Canberra; Experience it in Queanbeyan-Palerang*. This initiative would also enhance the perceived heritage values of the region within the local community and assist the Council re implementation of heritage standards and planning.

A game-changer initiative would be to create a Sculpture Trail. This could be developed in two ways, which while independent could ultimately leverage each other:

- a. Create three Sculpture Commons, each one based on a different theme but all connecting to the story of the region's heritage. For example, honouring the Aboriginal community's deep connection to Country (based in Queanbeyan); celebrating the region's rural and mining history (based near Braidwood); and exploring a more contemporary future for the region (based near Bungendore). These Commons would then be linked to touring routes, cycle ways (such as Rail Trails) and other regional assets, sites of interest and events. For example, the sites could be linked with specific events, such as rodeos and saleyards, artists and artisans' markets, etc. Further information on this initiative is outlined below.
- b. Create micro sculpture gardens along the region's rail trail corridors. This would strengthen the appeal of the rail trails to the bike touring market as well as contribute to a more positive outcome from the feasibility assessment of the rail trail proposals. At its essence, this option would be about profiling the artist character of the region and its communities. Signature sculptures could be commissioned for a select number of high-profile sites to deliver on certain themes, such as those proposed in option a above.

⁷ See: <http://www.wildernessretreats.com.au/home.htm>

EXPERIENCE DEVELOPMENT PRIORITIES

In order to provide context for the experience development priorities set out below, it is important to consider some of the critical issues with regard to implementation. An objective of this Tourism Plan is to identify short, medium and longer-term initiatives that would contribute to the growth of the visitor economy and strengthen economic development for our region. However, it is recognised that not all initiatives are easily implemented and would require a strong commitment from QPRC, community and business support and in some cases, significant resources.

With this in mind, the short and medium-term priorities identified are more easily achieved, albeit with potential reallocation of existing resources or through adopting new procedures or practices.

The longer-term initiatives are ambitious. They represent a significant repositioning for the region and would require additional resources, not all of which would be able to be funded by QPRC. However, if implemented in a multi-year, staged approach, they would contribute significantly to the economic growth of the region.

Enabling implementation

Key considerations for implementation of experience development priorities include:

1. Availability of resources, including financial and human resources. The resourcing of enabling activities, such as support to grow networks, facilitate collaboration and build industry and Council's capacity, is just as critical as the future sourcing of funding of capital works for infrastructure and future funding of new tourism marketing initiatives. This will require a review of existing resources and reallocation to meet the needs of the future as well as identifying alternative or additional funding sources to supplement QPRC budgets, such as the Tourism Demand Driver Infrastructure (TDDI) grants.
2. Visitor services and centres across the region are currently resource intensive, provide inconsistent standards of visitor services and don't necessarily meet the needs of the majority of visitors or potential visitors to the region. This includes in some cases, high reliance on volunteers. However, there is still a need for the right services in the right places for certain markets. A key initiative is to develop a visitor services strategy, which allocates resources to highest priority needs, based on a multi-channel, visitor-centric approach to maximise the use of resources to achieve an increase in awareness of the destination within target markets. For example, this may include co-locating visitor centres with other service or retail outlets or attractions and increasing the budget for online and digital channels.
3. Need for collaboration between QPRC, communities, businesses and other key stakeholders across the Queanbeyan-Palerang region. Building and maintaining networks and ensuring ongoing communication with local communities and businesses is essential and requires a consistent and planned approach.
4. Council's planning policies and processes are essential to facilitate economic development, including incentives to attract the right type of investment. In a competitive environment in which many regions are actively working to attract new investment, QPRC will need to communicate its vision, articulate its long-term direction and ensure it is reflected in the Council's planning policies, development application processes and decision-making.

5. Partners are critical to long-term success. It is clear that the ACT Government and other regions involved in the CBRJO realise the benefits of collaboration and have committed to an agenda to lift the profile and performance of the broader region. QPRC continues to be involved and make a significant contribution towards this initiative. However, there will also be a need to work more closely with the new Southern NSW Destination Network and Destination NSW as well as other potential partners, such as the NSW National Parks & Wildlife Service and other public and private sector organisations.
6. Individual initiatives identified in the Tourism Plan link to other initiatives. That is, there is an opportunity to consider how each experience development initiative can leverage or strengthen the appeal of other initiatives. When considering the experience development agenda proposed in this Plan, there is value in considering the broader outcome achieved by looking for elements that integrate across themes or support specific strategies. This will assist with staging development priorities to maximise resources and grow the appeal of the destination.

Game-changers: Longer-term and/or ambitious initiatives

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
GREAT OUTDOORS	Creating the ultimate cycling destination	Queanbeyan-Palerang region already hosts a number of high-quality cycling tracks and trails. There are also a number of proposals to strengthen the mountain biking, rail trail and cycle pathways network. This initiative aims to consolidate independent efforts to provide a network of cycling trails that suit a range of tastes and markets, from technical mountain biking tracks to leisurely touring routes. To leverage the investment in the required infrastructure, it is proposed to create new cycling events and link the network of trails into the broader tourism and hospitality offer of the region. This initiative should take into consideration the development of the ACT Government's Cycling Strategy.
		Key actions
		1. Comprehensive mapping of existing trails as well as proposed new infrastructure. This should involve all cycling interest groups, including Pedal Power ACT, Monaro Rail Trail Inc, Molonglo Rail Trail Inc. (MRT Inc.), etc.
		2. Develop a Master Plan that addresses feasibility, infrastructure requirements and identifies key links to the broader tourism and hospitality offer. The Master Plan should also outline a staged approach to implementation that provides a clear roadmap for securing resources for capital works. It needs to integrate proposals, such as the Captains Flat Bike Park as well as identifying opportunities for connecting the region to other regions, for example through the Monaro Rail Trail to Bombala and Cooma and through the development of the ACT Government's Cycle Tourism Strategy.
		3. Review the existing cycling events program and identify gaps and opportunities to develop new events. This includes identifying a clear positioning and potential partners to deliver the events
		4. Develop a marketing plan specifically addressing the bike tourism and cycling opportunities across the region and in collaboration with Visit Canberra. This would include profiling major events. The market for cycling is highly engaged online and on digital platforms (social media) so a core element of the marketing plan would be to identify approach content for multi-channel promotion. It should be matched to the stages

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
		of implementation of new facilitates and infrastructure, which provide 'new news' for an active PR campaign.

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">REVITALISING OUR PLACES</p>	<p>Queanbeyan City Revitalisation</p>	<p>The revitalisation of Queanbeyan City CBD offers a unique opportunity to reposition the city in the context of the broader region and provide a distinct offering that attracts new business and residents. Work has already commenced on a Queanbeyan CBD Transformation Strategy. It is a longer-term proposition but if developed with a clear vision in mind, Queanbeyan could become one of Australia's next great small cities. It is essential that the positioning of the Queanbeyan revitalisation offers something different to Canberra or the major capital cities of Australia. For example, creating a small smart city for small business, which is <i>'smart enough to count yet small enough to care'</i> would ensure it stands out from other regional cities in Australia. As a result of this approach, Queanbeyan could adopt a proactive approach to attracting contemporary and high-quality event or function spaces suitable for small business, flexible work hubs, such as the We Work model (see footnote 7 below) and attract short-term accommodation providers, such as the We Live model based in the United States of America⁸.</p> <p>Appendix 1 outlines the best practices principles and drivers or critical success factors in urban renewal as well as providing a small number of relevant case studies. This information has been prepared by ARUP. It is recommended that the best practice principles and critical success factors are considered in relation to the development of the Queanbeyan CBD Transformation Strategy.</p>
		<p>Key actions</p> <p>1. Establish an Expert Advisory Group to advise QPRC on the Queanbeyan CBD Transformation Strategy, including a long-term vision, measurable objectives and concepts for a Master Plan</p>
		<p>2. Consider the destination positioning and experience offer of the region to inform the Queanbeyan CBD Master Plan Renewal project. The Master Plan should identify specific precincts for attracting various sectors or industries, such as an arts and culture precinct around the Q Theatre or a precinct for small businesses. A critical issue will be to consider how the retail offer and recreational infrastructure, such as walking pathways and cycle ways, connect the CBD to the broader region, including utilisation of the 'space between the buildings' to enhance the sense of vibrancy based on local produce, arts and crafts and the food and drink offer. Refer to Appendix 1 for benefits and success factors.</p> <p>3. Review the Council's planning policies and framework to identify opportunities for providing incentives that attract the right type of investment or to activate and beautify precincts and 'spaces between the buildings', such as footpaths and laneways. For example, this could include:</p> <ol style="list-style-type: none"> Requirements to provide studio space in new building approvals for low-cost rent by artists or artisans. Incentives for establishing shared office studios for small business, especially those that provide high-speed internet. Incentives to attract investment in a broader range of accommodation facilities across the region, including encouraging more unique or boutique style accommodation in natural areas or

⁸ We Live – see: <https://www.welive.com/> - We Work – see: <https://www.wework.com/>

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
		<p>through the adaptive reuse of heritage buildings. See Visitor Accommodation Strategy below.</p> <p>d. Vibrant spaces policy, designed to reduce the regulation of footpaths and other spaces to encourage businesses to make better utilisation of outdoor areas for dining, seating, pop-up promotions and markets etc. It would provide a simplification of current regulations but requires registration and a ‘common sense’ approach by participating businesses to ensure the needs of young children, older residents and people with a disability are not adversely impacted. It should also encourage and support a beautification program, for example integrating public art.</p> <p>4. Identify opportunities for new events, such as the Red Umbrella Markets⁹, to encourage increased foot traffic and build a sense of excitement and anticipation about the future possibilities for the Queanbeyan City CBD redevelopment.</p>
<u>REVITALISING OUR PLACES</u>	<u>Revitalising our Places</u> Visitor Accommodation Strategy	QPRC should adopt a proactive approach to attracting investment in a more diverse range of visitor accommodation. This includes holiday parks, nature-based accommodation, adaptive reuse of heritage assets for boutique accommodation as well as short-term accommodation to support the small, smart city initiative outlined above. This can be achieved through a review of Council’s planning policies and processes as well as the identification of priority areas throughout the region where such investment would enhance the accommodation offer.
		Key actions
		1. Undertake an audit of existing visitor accommodation to identify the types of accommodation as well as quantify supply by visitor nodes throughout the region
		2. Identify potential areas within the region for investment in visitor accommodation, assess the existing supply of visitor accommodation by type across the region, identify areas with an over-supply or gaps as well as opportunities relating to the various styles or types of accommodation
		3. Review existing planning policies in relation to visitor accommodation and assess capacity of the policies to attract investment (for example, adaptive reuse of heritage assets or providing development approval incentives for certain types of accommodation)
4. Finalise Visitor Accommodation Strategy, including identification of priorities, opportunities for attracting investment and proposed reforms to the Council’s planning policies		
<u>REVITALISING OUR PLACES</u>	<u>Living Heritage: Inspiring Possibilities</u> Sculpture Trail	Queanbeyan-Palerang is a place where contemporary art and culture connect with a rich rural heritage, open space and remarkable nature. The region’s unique mix of rich rural lifestyle and relaxed urban life will become increasingly attractive as a place to inspire creativity. QPRC has an opportunity to work with local artists, artisans, land owners and others to develop a series of sculpture commons or micro gardens that connect the region, bring to life its story and inspire creativity. There are two options, with the first involving the establishment of three sculpture commons, with the commissioning of a small number of sculptures that respond ‘intellectually, historically, physically and conceptually to the

⁹ <http://www.qcc.nsw.gov.au/Latest-News/Red-Umbrella-Markets-to-give-CBD-a-boost>

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
		<p>place.’ For example, this could include creating an overarching theme that allows each site to interpret a particular part of the region’s story, reflecting its history and heritage.</p> <p>This initiative would be an outstanding way to honour the Aboriginal community’s connection to Country as well as the rich rural and mining heritage of the region. The sites would be connected by both a tourist driving route as well as linking into a cycling touring route (potentially a rail trail). The location of the sites would not need to be within the city or villages but nearby and accessible. We recommend considering starting with sites near Queanbeyan, Bungendore and Braidwood. Option 2 would involve establishment of micro-sculpture gardens along rail trail routes (described in more detail above).</p> <p>Key actions</p> <ol style="list-style-type: none"> 1. Establish an Expert Advisory Group to advise QPRC on the concept for a Sculpture Trail and ultimately on the commissioning of art works for the Commons or micro-gardens. This group should involve relevant community groups , and other groups that can contribute to the development of the QPRC story and themes that underpin the sculpture trail. 2. Prepare a multi-year funding application for a Tourism Demand Driver Infrastructure (TDDI) grant (or other funding source) to develop a Master Plan and potentially commission signature artworks. 3. Develop a Master Plan for the initial Commons or micro-gardens, which incorporates links to touring routes, cycling or walking trails and other regional assets, places of interest such as renewable energy sites, accommodation and hospitality services, including wineries, art galleries, artists or artisan studios and restaurants and cafes. 4. Develop and implement an Expression of Interest process or competition to engage artists for the creation of sculptures. 5. Prepare a marketing and communication plan that is matched to the staged implementation process and ensure the capturing of multi-channel content, including images and video, that profiles artists and their artworks as well as the development of the Sculpture Gardens Trail.

Short to medium-term initiatives

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
MEET THE MAKERS	Artists & Artisans Trail Food & Drink Trail	<p>There is an opportunity to develop boutique ‘Meet the Makers’ experience trails for both food and drink and arts and crafts. These trails should link individual experiences and leverage events, local restaurants and local galleries.</p> <p>Key actions</p> <ol style="list-style-type: none"> 1. Undertake a product audit to create a database of all existing food and drink and arts and crafts opportunities – this should include wineries, farm gate stalls, restaurants, wine bars, cafes, galleries, artists or artisan studios (open to the public), relevant regular events (held weekly to annually), including markets 2. Develop a calendar that provides content on what produce is in season and identify where it can be purchased or consumed 3. Develop a series of itineraries – ultimately, these would be interactive and available online or via a digital platform. In the first instance, static

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
		itineraries can be developed for the website and social media (links back to website) and distribution through PR and visitor services channels
		4. Identify local Ambassadors and develop content (images, video and copy) for promotion – needs to be realistic in that visitors to the region must be able to meet them (within reason) or visit their studio/farm/vineyard or somehow engage with their story
		5. Consider creating some form of pass ie 'Artists & Artisans Trail passport' as well as hosting events to activate the boutique Meet the Makers Trails – for example, talk to the vintage car clubs and see if they would be interested in hosting or promoting one of the trails as a slow-style car rally
	Local Ambassadors: Cross-regional activations, local ambassadors and capacity building	To support cross-regional collaboration, consider facilitating a new food and drink event, such as <i>Produce, Plate and Drink</i> , which could be delivered by a third-party provider to highlight the depth of produce and the food and drink offer of the broader region, encompassing the ACT and Canberra Region Tablelands or alternatively in collaboration with the NSW South Coast, such as a <i>Soil to the Sea</i> event. In addition, there is an opportunity to promote individual food, drink, farm gate or winery businesses through a local ambassadors' program and assist to encourage other local hospitality businesses and agricultural producers to develop their capacity and quality of service.
		Key actions
		1. Develop event concept and pitch to CBRJO, which includes Visit Canberra – also pitch concept to NSW South Coast re potential for a <i>Soil to the Sea</i> event
2. Identify local ambassadors and capture content (such as short videos, images and copy) from across restaurateurs, fresh produce, vineyard and other food and drink producers – this may include makers of jams and preserves, artisan bakers, distillers, etc		
3. Develop a local industry event utilising the local ambassadors to build capacity of hospitality and local produce industries		

	SIGNATURE EXPERIENCE	DESCRIPTION & PRIORITY ACTIONS
REVITALISING OUR PLACES	Living Heritage; Inspiring Possibilities: Living Museum	The Queanbeyan-Palerang region is home to extraordinary examples of Australia's historical heritage, including the heritage-listed village of Braidwood. There are collections, such as that housed in the Braidwood Museum, that offer the opportunity for objects and stories to be out in the community to be absorbed and experienced by both visitors and residents. For example, items of cultural significance could be strategically displayed in businesses, public buildings and outdoors throughout the town – with the display helping to enhance the link between the past and present. It is recommended that this initiative only commence with a small number of significant items displayed throughout Braidwood. Based on this trial, consider extending it within Braidwood or to other key villages such as Bungendore. This initiative should also be considered within the context of a strategy to aimed at revitalising the heritage offer of Braidwood, for example a Braidwood Main Street Strategy. In addition, there are some key walking routes and points of interest across the region that require maintenance, access or promotion.
		Key actions
		1. Establish an Expert Advisory Group to advise QPRC on the most outstanding heritage items to curate throughout Braidwood, including advice on how to

		display and store the items
		2. Review the existing Heritage Trail information re presentation and accessibility as well as opportunities to integrate with regional itineraries. This should also address issues or barriers to accessing heritage on private land, such as public liability insurance and identify potential solutions, including strengthening engagement with residents and businesses who own and manage heritage assets.
		3. Install objects and stories – launch with a Living Heritage event and generate PR
		4. Identify opportunities to connect the story of Braidwood or the region to exhibitions (permanent or temporary) in Canberra-based institutions so as to create a <i>See it in Canberra; Experience it in Queanbeyan-Palerang</i> campaign – this concept can be extended to other industries or sectors, such as the cattle saleyards in Braidwood and the renewable energy sector
		5. Develop an overarching strategy addressing the revitalisation of Braidwood, which incorporates a clear vision for ensuring the heritage of Braidwood is presented and maintained in line with its outstanding heritage values. A critical consideration will be to ensure that it remains accessible and that policies with regard to heritage restoration and maintenance are not so restrictive as to deter investment or maintenance of the heritage buildings and other assets.
<u>GREAT OUTDOORS</u>	Nature Itineraries	While the region currently offers a great range of outdoor facilities and opportunities to explore nature, it is poorly promoted. In addition, there are few itineraries that highlight the best that the nature of the region has to offer
		Key actions
		1. Undertake an audit of the key nature-based assets, activities and events across the region, including those delivered by tour operators or community groups
		2. Develop half to multi-day nature and adventure-based itineraries for promotion online and through social media
		3. Develop new content for marketing nature-based activities, including images, copy and video – this could involve collaboration with NPWS

MARKETING THE QUEANBEYAN-PALERANG REGION

A key initiative for QPRC will be to drive demand through a new approach to marketing our region. The Tourism Plan incorporates key marketing strategies that will start to build awareness of the region and convert interest into bookings.

In this section:

- Models that will be utilised by QPRC to target our resources and maximise the outcomes of marketing efforts are examined; and
- High-priority marketing initiatives are identified.

Models to adopt in marketing the region

1. Customer Journey

Marketing communication requires a commitment throughout the customer or visitor journey. It starts with building awareness and knowledge of QPRC as a destination and its point of difference, distinguishes it from other places to visit and assists to convert interest to an actual visit. Continuing the communication cycle is critical to ensure visitors to the region have a positive experience and share their experience with their peer group.

The customer journey also highlights:

- Importance of pre- and post-visit communication; and
- Growing awareness of the destination does not automatically lead to conversion of interest to an actual visit or booking.

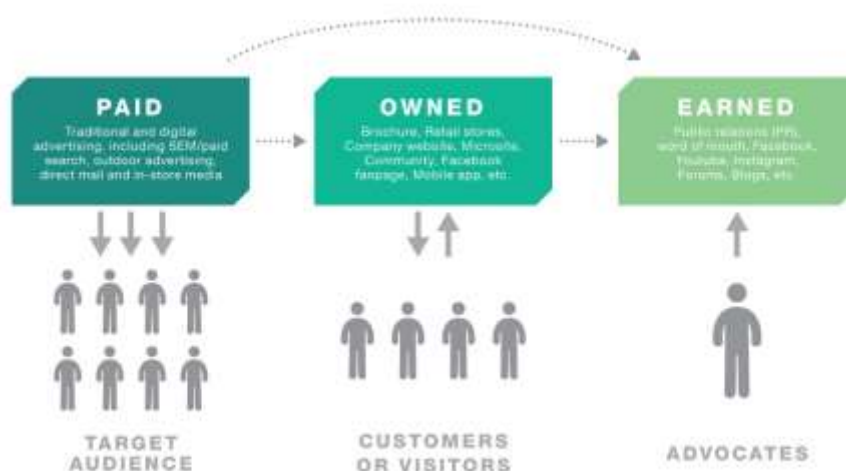


2. Paid, Owned, Earned Model

In today's disrupted media environment, it is critical to identify the right channels to reach the target audience for each communication activity. In the following model, communication channels have been split between our channels:

- Owned – website, social media platforms and newsletters;
- Earned – public relations (PR) articles or reviews by key influencers; and
- Paid – search engine marketing, or digital and traditional advertising.

The importance of this model lies in the interaction and opportunities for leveraging each channel within the overall communications or marketing mix. Getting the balance right by identifying the right channels to reach the target market will maximise effectiveness within the available resources.



3. Reach, Inspire, Engage, Connect Model

An important strategy for QPRC is to create advocates. Word-of-mouth influences more than two-thirds of people’s decisions as visitors and consumers. The channels for word-of-mouth have been changed forever by social media and the digital environment. This means everyone who visits or interacts with the region may ultimately become an advocate.

Advocates add credibility. People are more likely to believe an advocate or key influencer in their peer group before a government message. In addition, this approach assists with managing more difficult or contentious issues, as advocates may join the conversation in support of QPRC.



QPRC will aim to create advocates across a number of our strategic themes, for example:

- Meet the Makers: opportunities to actually meet the people who create the art and craft, supply the produce, make the wine or have a deep understanding of the history and heritage of the region;

- Great Outdoors: understand what attracts cyclists, horse-riders and other nature-based adventurers to the region;
- Revitalising our Places: transformation of the Queanbeyan CBD or the revitalisation of the region's villages and towns could involve experts in urban design, heritage curation, liveability and sustainability.

Key marketing initiatives

INITIATIVE	DESCRIPTION & PRIORITY ACTIONS
Develop a 5-year Marketing Plan	Prepare a five-year Marketing Plan during 2017, which includes clear tactics targeting various visitor segments and is structured in consideration of the marketing models outlined in the section below. It should also integrate measurable objectives and set targets for evaluation of outcomes.
	Key actions
	1. Engage a public relations (PR) agency to provide a tactical marketing communications plan for more immediate promotional activities, including PR and digital marketing, and facilitate some 'quick wins' for industry and key stakeholders
	2. Commence discussions with Visit Canberra, CBRJO and Destination NSW (potentially through the newly established Southern NSW Destination Network) on the initiative to develop a QPRC marketing plan to ensure key partner considerations and opportunities are identified
	3. Utilising the customer journey and 'Paid, Owned, Earned' models, identify key actions to build awareness of and promote the region, including through PR, travel media famils (esp special interest journals and publications), etc
	4. Undertake consultation with industry and key stakeholders to identify opportunities and gaps and clarify roles and responsibilities – the implementation will require collaboration between industry, QPRC and partner organisations
Establishing and strengthening partnerships	Significant opportunity to leverage Visit Canberra and Tablelands, including the new Southern NSW Destination Network and CBRJO. In addition, strengthening partnerships with Destination NSW, Canberra Airport and the NSW National Parks and Wildlife Service, which has multiple visitor opportunities in the region, would also enable greater leverage of QPRC's promotional spend.
	Key actions
	1. Identify forward content needs for Visit Canberra and provide regular updates in line with Visit Canberra Experience Pillars (see Online and Digital Promotion below)
	2. Review Destination NSW content on Visit NSW website and provide regular content updates
	3. Foster participation of local businesses in both the ACT and NSW Tourism Awards
4. Pitch a cross-regional event, such as <i>Produce, Plate and Drink or Soil to the Sea</i> , as outlined above under Meet the Makers to CBRJO NSW South Coast and/or Southern NSW Destination Network – could also	

INITIATIVE	DESCRIPTION & PRIORITY ACTIONS
	<p>develop a proposal for collaboration with these organisations in experience development, such as cross-regional touring routes, including rail trails</p> <p>5. Continue to participate in CBRJO and other forums involving regional organisations, including active participation through Southern NSW Destination Network – consider developing a partnership agreement with Visit Canberra and Canberra Airport to articulate key opportunities and benefits of collaboration and clarify roles and responsibilities</p>
<p>Discover Your Own Backyard</p>	<p>Given the recent amalgamation between Queanbeyan City and Palerang Councils as well as the commencement of international flights into Canberra Airport, it would be timely to develop and implement a ‘Discover your own Backyard’ campaign to raise awareness of the tourism potential within the region and for day visitors from Canberra. The primary purpose of the DYOB campaign is to target ‘hosts’ who are key decision makers with regard to the Visiting Friends and Relatives (VFR) market. There is already a significant VFR market visiting the region and the opportunities for activities or extending their stay can be enhanced. There are additional benefits of a DYOB campaign for QPRC, including fostering civic pride and building loyalty within the communities of the region.</p> <p>Key actions</p> <ol style="list-style-type: none"> 1. Consider acquisition of the Destination Melbourne DYOB campaign licence (initial 1-year licence) or alternatively develop content strategy and regional/local campaign in-house to grow awareness of the region with residents and businesses, including those based in Canberra 2. Identify local ambassadors who are accessible and can help to lift the perception of the region – could include local artists, artisans, farmers, wine-makers, restaurateurs, heritage experts and sporting identities (especially cyclists and horse-riders) – also see Meet the Makers section above 3. Foster local event development through sponsorship, utilising the funding from the amalgamation process
<p>Online & Digital Promotion</p>	<p>Online and digital promotion needs to be significantly improved, with far greater collaboration across the region. This is a high priority. Build capacity within industry to lift perceptions of the quality of products and experiences in the region. A core component of this priority is to strengthen the image and video assets and content that can be utilised across multiple channels.</p> <p>Key actions</p> <ol style="list-style-type: none"> 1. Review current websites and digital platforms to identify strengths, weaknesses, opportunities and gaps with regard to the online and digital presence and content of the region 2. Develop an overarching framework for Queanbeyan-Palerang online and digital assets – ensure a simple framework that identifies a smaller number of online and digital channels – ensure the future focus includes Facebook and Instagram, noting that Twitter is now a corporate tool and should only be utilised by QPRC to distribute new news, media releases and event notifications etc

INITIATIVE	DESCRIPTION & PRIORITY ACTIONS
	3. As part of the Framework, identify clear objectives for the design of your website. For example, is the purpose to provide visitor information or is there a campaign prerogative that requires back-end website design to enable a responsive digital campaign or integrate social media channels. This will assist in future proofing your website and digital channels.
	4. Utilise the destination positioning and strategic themes to identify existing signature products and experiences that can be promoted as lead products for the region
	5. Develop content strategy and create content for multi-channel distribution (short videos, images and copy) – this includes cross-regional itineraries and seasonal calendars
	6. Adopt the Paid, Owned and Earned model to prioritise resources for developing content as well as online and social media engagement, including opportunities to ‘boost’ popular social media posts as well as supporting offline marketing and PR activities – this should be done in consideration of the visitor services review outlined below
Review of Visitor Services	Visitor services and centres across the region are currently resource intensive and not necessarily servicing the needs of the majority of visitors or potential visitors to the region. However, there is still a need for the right services in the right places for certain markets.
	Key actions
	1. Review visitor services across the region, including location of key visitor information centres, volunteer-based services, online and digital delivery of visitor information and published collateral (eg visitor guide) as well as signage and interpretation sites
	2. Develop a visitor services strategy, which allocates resources to highest priority needs – this needs to adopt a multi-channel, visitor-centric approach to maximise the use of resources to achieve an increase in awareness of the destination within target markets
Identify Packaging and Product Bundling Opportunities	3. Conduct a famil for visitor services staff across the region
	There is a need to develop or strengthen packages and the bundling of products and experiences, including across accommodation, transport, tours, etc. This could include multi-day itineraries and be promoted in collaboration with event organisers or partner organisations eg nature-adventures in collaboration with NPWS etc
	Key actions
	1. Undertake a product and experience development workshop (or series of workshops) with industry across the region to identify opportunities for product bundling and packaging
Facilitate Industry	2. Facilitate development of product development through use of competitions or targeted promotions, especially leveraging events such as sporting events
	3. Develop an agreement with Canberra-based institutions to promote the concept of ‘See it in Canberra; Experience it is Queanbeyan-Palerang’ – this would potentially work across multiple sectors/industries, from heritage tourism to renewable energy and
	Support or facilitate networks with businesses and key industry or sector-wide organisations (eg arts, wine, etc). This includes encouraging

INITIATIVE	DESCRIPTION & PRIORITY ACTIONS
<p>Networks</p>	<p>uptake of listing products and experiences through Australian Tourism Data Warehouse (ATDW) as well as ensuring the listings are up to date and accurate.</p>
	<p>Key actions</p>
	<p>1. Extend the current Bungendore business network meetings to other villages and towns in the region</p>
	<p>2. Introduce capacity building opportunities by offering industry events with guest speakers – for example, digital marketing experts, product development experts, etc</p>
	<p>3. Conduct an industry famil of the region to build a better shared understanding of the region and its assets etc – involve organisations such as Visit Canberra and NPWS in the famil</p>
	<p>4. Review the ATDW listing for the region and contact operators and tourism businesses to either list their product within the ATDW database or update their listing regularly. This should be utilised as an opportunity for engagement with the tourism businesses of the region and provide information on who to contact or how to update their listing through a QPRC industry e-newsletter etc.</p>
	<p>5. Introduce a regional awards program for the visitor economy (broader than just tourism), including recognition of outstanding individual contributors/operators – ensure application process is simplified</p>
<p>6. Work with local wineries and produce suppliers to increase the presence and promotion of local wines and seasonal produce available in restaurants and cafes within the region and in Canberra</p>	

TOURISM ACTION PLAN

To be completed once consultation draft endorsed by QPRC.

APPENDIX 1

TRANSPORT ORIENTATED DEVELOPMENT AND URBAN RENEWAL

Acknowledgement: *The following information was prepared by ARUP. It is intended as a high-level outline of the benefits of and success factors for Transport Orientated Development (TOD) and urban renewal.*

Context: The following information provides the benefits and success factors for TOD and urban renewal. The insights it provides should be considered within the Queanbeyan CBD Transformation Strategy. While not all of the insights below are directly relevant to Queanbeyan CBD, the intent is to demonstrate that through long-term strategic planning that addresses transport infrastructure, the appropriate mix of business, retail and housing as well as social and lifestyle considerations, there is a higher likelihood of creating a successful and attractive place to live, work and visit.

Urban Renewal

Broadly 'transit-oriented development' (TOD) is high density and mixed-use infill development within walking distance to a transit station. Some of the benefits of TOD include:

- Reduced household driving and thus lowered regional congestion, air pollution and greenhouse gas emissions.
- Walkable communities that accommodate more healthy and active lifestyles.
- Increased transit ridership and fare revenue.
- Potential for added value created through increased and/or sustained property values where transit investments have occurred.
- Improved access to jobs and economic opportunity for low-income people and working families.
- Expanded mobility choices that reduce dependence on the automobile, reduce transportation costs and free up household income for other purposes.

Traditional TOD focuses on outcomes instead of on process (such as the process of getting an area TOD-ready). A broader definition of TOD allows focus to shift to social aspects instead of limiting the focus to physical and functional outcomes of place. This broader definition should allow for the strengthening of existing communities, building of future communities, and socio-cultural aspects in the vicinity of transit.

In 2013, the Institute for Transportation and Development carried out a study of 21 North American transit corridors. According to that study the top three strongest predictors of TOD success are:

- Government support for TOD (from regulatory changes to financing to marketing of the area) is the strongest predictor of success.
- The strength of the land market around the transit corridor is the secondary indicator of success.
- The quality of the transit investment is the tertiary indicator of success.

The prerequisite for successful TOD is planning for TOD at a regional level. The regional strategic plan for TOD should identify specific goals for specific areas based on evidence. It should have a framework to indicate which areas are suitable for TOD, where to prioritise TOD investment and, criteria for assessment of TOD proposals. Where appropriate, it should identify spatial and geographic regions, zones, corridors, and precincts for different land uses, development, activity,

and investment as well as the priorities and time frames for TOD.

Case Study: Forest Park, Chicago (similar attributes to Queanbeyan)

- The Village of Forest Park is located 10 miles west of Chicago’s downtown area. The neighbourhood is in a semi-urban setting with direct rail access to downtown Chicago within 42 minutes.
- The neighbourhood city government has limited powers to change taxation, land use, and zoning although does include a number of tax increment finance districts.
- Forest Park has a comprehensive Plan which includes aspirations for a renewed downtown
- Potential development opportunities have been identified for sites near the terminus of the railways stations.
- The council receives revenue from sales tax and car parks, especially the car park site adjacent to the rail station.
- Forest Park faces Inter-town competition for development with nearby Oak Park. Oak Park has a relatively strong economic base and has attracted TOD in recent years.

Undertaking renewal and TOD in Forest Park

There is no single way to undertake TOD as it depends on the local context and at a regional and city scale level. There are a number of critical factors when considering how to best attract infill development to TOD areas in Forest Park. These factors are not necessarily the most common or traditional criteria for all TOD. The approaches to TOD need to be tailored to the specific area and its circumstances.

Table 1: Criteria for TOD success for Forest Park

Traditional TOD criteria for success	Criteria for success for TOD in Forest Park
<p>Top three criteria</p> <ul style="list-style-type: none"> • Support from government • Strength of land market around transit corridors • Quality of transit 	<p>Support from government</p> <p>Strength of land market around transit corridors</p> <ul style="list-style-type: none"> • Existing density • Potential developer profitability <p>Quality of transit</p> <ul style="list-style-type: none"> • People living and working along transit lines • Reliable, comfortable and clean transit experience <p>Other local factors</p> <ul style="list-style-type: none"> • Good school district • Vibrant community (bars, restaurants, shops) • Local champion for renewal • Control over land parcels • TIF district

APPENDIX 2

CONSUMER RESEARCH & TRENDS ANALYSIS REPORT

To be integrated

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.14 QPRC TOURISM PLAN AND TOURISM POLICY

ATTACHMENT 2 TOURISM POLICY



Tourism Policy

Date policy was adopted:	
Resolution number:	
Next Policy review date:	
Reference number:	

1. OUTCOMES:

Council understands the need to have a robust and diverse economic base for the Queanbeyan-Palerang Regional Council (QPRC) region. Council recognises tourism as one of the sectors that can sustain economic growth and can be further developed, enhanced and expanded through effective leadership and partnership models and that Local Government plays a major role in tourism and is engaged in tourism in many ways.

This Tourism Policy seeks to establish:

- Continuity:
 - elected councils can change. Continuity in attitude and decisions is assisted by a formal document which clearly defines council's role and commitment
- Budget:
 - forward planning and budget allocations for tourism are essential for an integrated and co-ordinated approach
- Contribution to Economic Development:
 - recognition by a council that tourism promotion plays a significant part in economic development, in defining the image of an area, and can be a major part of the LGA marketing communications to target markets
 - clarity to stakeholders of Council's commitment to a collaborative effort.
- Councils Role as:
 - the provider of tourism infrastructure and services i.e. Visitor Information Centre
 - the provider of marketing resources to promote QPRC as a destination
 - representative advocate in regional tourism forum such as Canberra Region Joint Organisation (CBRJO), Canberra Region Tablelands,
 - proactive leader in initiating a partnership approach to tourism that best meets the needs of the tourism sector and optimises performance outcomes with such organisations as Visit Canberra, Destination NSW and Destination Southern NSW Destination Network

2. OBJECTIVES:

Tourism is an important driver of economic development and employment growth. In establishing a Tourism Policy for QPRC has as its major objectives:

- a) To recognise tourism as a social and economic force and as an employment generator,
- b) To foster and create a welcoming community which is aware of the benefits of tourism within the QPRC region,
- c) To ensure Council will guide and influence the sustainable development of tourism within the municipality, including the protection and conservation of natural, cultural and built heritage,
- d) To provide the basic facilities and infrastructure sufficient to encourage appropriate tourism development,
- e) To ensure facilities within the area are adequate to cater for visitors and residents,

- f) To increase the number of visitors to the Queanbeyan-Palerang Region and to increase the average length of visitor stays within the Local Government Area.
- g) To encourage a range of suitable activities, facilities and attractions that support and increase tourist visitation and fits with community values and aspirations

These objectives must also be read taking into account Council's financial structures and viability of the time.

3. POLICY PRINCIPLES

In order to achieve these objectives Council will:

- a) Implement the recommendations and outcomes of the QPRC Tourism Plan
- b) Provide annually a budget allocation for tourism/promotion expenditure.
- c) Encourage tourism product development and investment within QPRC especially that identified in the QPRC Tourism Plan;
- d) Seek financial involvement from other sources whenever possible in the provision of tourist facilities.
- e) Actively seek State and Federal support of tourism related infrastructure.
- f) Work closely with government, community organisations and private enterprise in all aspects of tourist development;
- g) Maintain productive relationships and work with the CBRJO, Canberra Region Tablelands, Visit Canberra, Destination NSW and Destination Southern NSW Destination Network to ensure that the tourism industry is developed and marketed within the context of the competitive advantages of the Region
- h) Identify and evaluate priority market opportunities for the regions tourism industry;
- i) Build public awareness of QPRC as a destination and create a desire amongst tourists to visit and stay in the Region;
- j) Upon Council approval, provide sponsorship funding and associated administrative and logistical support for the hosting of major iconic events and festivals that provide evidence of the potential to benefit both community and visitors in the area.
- k) Seek to increase the impact of local tourism through the support of local festivals, art shows and events etc. mainly through the provision of in-kind support and moderate financial support but are expected to be financially independent thereafter
- l) Foster responsive and efficient planning, development and events approval processes
- m) Provide relevant information signage, directional signage and interpretive signage to assist the visitor to navigate within the Shire and to access major tourist destinations
- n) support visitor information services through management and operation of Visitor Information Centre/s
- o) Consider opportunities to work collaboratively with the local property owners and the retail sector to promote the central business district.
- p) Continue to support and facilitate community markets throughout the municipality

- q) Consider the welfare of the whole community and the social, cultural, economic and environmental impacts of any proposal within the area when assessing tourism development and the provision of facilities.
- r) Ensure that where delicate environmental, historic, heritage or cultural areas exist, these areas will be adequately protected in relation to development or usage.
- s) Support the improvement of National Parks, enhancement of specific natural features, conservation areas of outstanding beauty
- t) In the preparation of local laws and regulations, Council will have regard to their impact on tourism and the balanced development of the Council' area.

4. DEFINITIONS

Nil

5. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- Tourism 2020
- NSW 2021: A Plan to make NSW Number One
- Visitor Economy Industry Action Plan

6. CONTENT:

Local government's prioritisation of tourism aligns with Federal and State government priorities which identify tourism as a key future growth industry in Australia.

Tourism is listed as one of five 'super-sectors' for national economic development and Tourism 2020 is Australia's national strategy to enhance growth and competitiveness in the tourism industry by focusing on six strategic areas to:

- grow demand from Asia
- build competitive digital capability
- encourage investment and implement regulatory reform agenda
- ensure tourism transport environment supports growth
- increase supply of labour, skills and indigenous participation
- build industry resilience, productivity and quality

NSW 2021: a Plan to Make NSW Number One is a 10-year plan to rebuild the economy and identifies the visitor economy as a critical sector to contribute to the growth of the overall NSW economy. In 2012, the *Visitor Economy Industry Action Plan* was released by the NSW Government and is one of six Industry Action Plans developed under *NSW 2021*. The Visitor Economy Industry Action Plan outlines the actions for achievement by industry and Government in partnership and has seven Priority Action Areas:

1. Increase Visitation
2. Grow Physical Capacity
3. Renew and Revitalise Destinations

4. Improve the Visitor Experience
5. Increase Visitor Spend
6. Make NSW More Competitive
7. Change of Mindset

On July 6, 2016 the NSW Government announced it would invest \$43 million over four years in a major overhaul in the way regional and rural areas attract visitors, including the creation of six new Destination Networks throughout NSW. QPRC sits in the Destination Southern NSW. The role and relationship of State Government, Local Government and the Destination Networks is described below.

Roles and Responsibilities



7. PERFORMANCE INDICATOR

Visitor numbers increasing to the Queanbeyan-Palerang Region

POLICY:-	
Policy No:	
Policy Title:	Tourism Policy
Date Policy was adopted by Council:	
Resolution Number:	
Previous Policy Review Date:	
Next Policy Review Date:	2020 (3 years)
PROCEDURES/GUIDELINES:-	
Date Procedure/Guideline (if any) was developed:	
RECORDS:-	
Container Reference in TRIM: Policy	
Container Reference in TRIM: Procedure	
Other locations of Policy:	Intranet (linked to TRIM Container)
Other locations of Procedures/Guidelines:	Intranet (linked to TRIM Container)
DELEGATION (if any):-	
RESPONSIBILITY:-	
Draft Policy developed by:	Manager Economic Development and Business Liaison
Committees (if any) consulted in the development of the Draft Policy:	
Responsibility for Implementation:	Manager Economic Development and Business Liaison
Responsibility for Review of Policy:	Manager Economic Development and Business Liaison

INTEGRATED PLANNING FRAMEWORK:	
Community Strategic Plan:	Theme No.
Delivery Program Title:	
Operational Plan:	

Senior Authorising Officer	Position General Manager	Signature/Date (Signed and dated)
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ACTION	COUNCIL MEETING DATE	RESOLUTION NUMBER	REPORT ITEM NUMBER
NEW/RECONFIRMED/ AMENDED			

DATE REVIEWED	REVIEWER POSITION	REVIEWER NAME

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.15 DRAFT SPONSORSHIP, GRANTS AND LOANS POLICY

ATTACHMENT 1 DRAFT SPONSORSHIP GRANTS AND LOANS POLICY
APRIL 2017



DRAFT

Sponsorship, Grants and Loans Policy

Date policy was adopted:	
Resolution number:	
Next Policy review date:	
Reference number:	

1. OUTCOMES:

The provision of sponsorship, grants and loans can be advantageous for all parties, however Council must ensure that the provision of such does not compromise or question the integrity of Council operations or its corporate reputation. Sponsorship in particular is a commercial arrangement in which a sponsor provides a contribution in money or in-kind to support an activity for a certain specified benefit. Such a relationship potentially has risks and Council must ensure that proper processes are followed and that its reputation is maintained and/enhanced from such relationships.

Although this policy provides for community participation in public domain improvements it does not cover Public Private Partnerships (PPPs) as defined by Chapter 12 (Part 6) of the Local Government Act 1993. If a proposal falls within this definition of a PPP then the provisions of the relevant legislation and guidelines as set out in DLG Circular 05/51 apply.

2. POLICY:

This Policy outlines Queanbeyan-Palerang Regional Council's approach to dealing with sponsorship arrangements that the Council will undertake and the provision of grants and loans to community organisations. It outlines the principles and procedures for the acceptance and granting of sponsorships, grants and loans. This policy will guide the private sector, community organisations and Council Staff in how to deal with sponsorship, grant and loan issues.

It is important to note that a separate policy has been developed by Council to deal with the issue of donations where Council runs annual donation programs to assist community groups/organisations running under the provisions of a S355 Committee.

2.1 Principles underpinning Council's Sponsorship Program

This policy has been prepared after due consideration of the ICAC guide '*Sponsorship in the public sector*', May 2006. ICAC has identified ten principles relating to sponsorship which are:

1. A sponsorship agreement should not impose or imply conditions that would limit a public sector agency's ability to carry out its functions fully and impartially.
2. There should be no actual conflict between the objectives and/or mission of the proposed agency and those of the sponsor.
3. In general, a public sector agency with regulatory or inspection responsibilities should not seek, or accept sponsorship from, people or organisations which are, or may be, subject to regulation or inspection by the agency during the life of the sponsorship. Where adhering to this principle would unduly limit the agency's sponsorship prospects, the agency should develop alternative strategies to ensure it can carry out its regulatory or inspection responsibilities in relation to sponsors in an open, fair, accountable and impartial manner.
4. Sponsorship of a public sector agency or activity should not involve explicit endorsement of the sponsor or the sponsor's products.
5. Where sponsorship involves the sponsor providing a product to the agency, the agency should evaluate that product for its fitness for purpose against objective criteria that are relevant to the agencies needs.
6. It is inappropriate for any employee of a public sector agency to receive a personal benefit from a sponsorship.
7. In most circumstances, the public interest is best served by making sponsorship opportunities widely known. To this end sponsorships should be sought and granted by using broadly based, open processes that are not limited to solely to invited sponsors.

8. Public sector agencies should assess sponsorship proposals against predetermined criteria which have been published in advance or which are circulated to organisations that submit an expression of interest.
9. A sponsorship agreement is a contract and should be described in a written agreement.
10. All sponsorship arrangements should be approved by the CEO or another designated senior officer of the agency and described in the agency's annual report in a form commensurate with the significance of the sponsorship.

Source: 'Sponsorship in the public sector', ICAC, May 2006.

2.2 Principles underpinning Council's Grants and Loans Programs

In additional to the above principles relating to sponsorships, the following principles underpin the administration of Council's Grants and Loans programs:

a) Servicing our community:

- Services, programs and initiatives are aimed to benefit Queanbeyan-Palerang Region (QPR) residents. Funds will be provided to groups targeting QPR residents and that promote improved health and wellbeing.
- Initiatives or activities that do not discriminate or disadvantage groups within the community.
- Acknowledge and recognise the social value and benefits that community based not for profit groups have in our community and that Council has a role in supporting Queanbeyan-Palerang's needs being met.

b) Sustainability and Capacity Building:

- Build on the existing abilities and strengths of individuals and organisations to identify and develop local long term solutions to meet community needs.
- Support strategies to support the development of groups to enable them to be more self-sustaining.
- Deliver processes which develop capacity of organisations and groups to reduce the reliance on Council funding.
- Develop opportunities to link compatible groups and organisations to collaborate and form partnerships.

c) Inclusion

- Ensure the community grants are accessible to a diverse range of service providers and the projects funded are inclusive of the needs of diverse groups and people within the Queanbeyan-Palerang community.

d) Collaboration and Partnerships

- Encourage and foster a range of relationships with communities, Council, community groups to deliver improved outcomes for the community.
- Maximise outcomes through collaboration and partnership projects.

e) Equity

- Provision of information, services and opportunities for involvement is provided to all groups and services within the community in an open and transparent manner.
- Deliver processes which are competitive, open to all and transparent.

- Deliver processes that are consistent for the customers and Council and are aligned to Council's values and other corporate objectives

f) Responsiveness

- Be proactive in identifying and addressing changing community needs.
- Support groups who meet identified and emerging community needs.
- Review and adjust policies and guidelines based on best available practice and feedback.

3. DEFINITIONS

Sponsorship received by Council

Council defines a sponsorship as a commercial arrangement in which a sponsor provides a contribution in money or in kind to support a Council activity in return for certain specified benefits. Sponsorship can be provided by the corporate sector or private individuals to support Council's activities.

Sponsorship does not include service agreements, partnership agreements, the selling of advertising space, joint ventures, consultancies, grants or unconditional gifts, donations, bequests or endowments.

Grants provided by Council

Describes the assistance Council provides to community organisations as 'grants'. A grant is normally understood as a form of financial assistance that funds an individual or organisation to develop a specific project. It may also include in kind assistance such as the provision of Council facilities or services. A grant is generally given with directions about the administration of the grant.

Loans provided by Council

Describes the 'loan assistance' Council may provide to community organisations which have facilities on Council owned or controlled property. A loan is normally understood as a form of financial assistance that Council provides to assist community organisations obtain other external funding (eg. External grants which require \$ for \$ funding) to undertake a specific project. A loan will be accompanied by a formal financial agreement between the Council and the organisation specifying the terms of the loan (eg interest rate, repayment schedule and term of the loan).

4. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- Local Government Act 1993 (S356)
- Code of Conduct
- Statement of Business Ethics
- Community Strategic Plan
- Pricing Policy, Fees and Charges
- Plans of Management for parks and reserves
- Procurement Policy
- Anti-Discrimination Act
- ICAC Sponsorship Guidelines

5. POLICY:

This Policy has been developed to provide a transparent process in the interest of public accountability in respect of the management of sponsorships, grants and loans. Its aim is to ensure that probity is maintained in the selection or appointment of sponsors and in managing

those sponsorships and to ensure that grants and loans are achieving the appropriate outcomes for both the Council and the community.

5.1 Sponsorships

Council believes it is important to maintain corporate reputation, therefore managing sponsorships is very important in allowing the organisation to do this. Queanbeyan-Palerang Regional Council retains the discretion not to accept sponsorships or donations from any entity for any reason. Also Council will not consider any sponsorship proposal it considers unsuitable. Examples of these types of **unsuitable sponsorship** proposals are:

- Conflict with the Community's long term vision, direction and strategies as set out in the Community Strategic Plan or other Council policies and plans (eg Plans of Management)
- Conflict with or do not support Council's values or mission;
- Damage health;
- Come from, or are connected with, tobacco-related products;
- Come from, or are connected with, alcohol-related products, or the proposal involves activities concerning children or youth, except where the proposal is from a hotel, licensed club or restaurant in the Council area. And provided that the hotel, licensed club or restaurant does not expressly advertise alcohol or alcohol-related products in connection with a sponsorship or grant;
- Are connected with Council's regulatory functions, including law enforcement, regulatory enforcement, building and development consents, or health and building surveyors, or unless Council confirms in writing that the sponsorship will not preclude or limit Council exercising its regulatory functions;
- Impede or potentially impede Council from carrying out its functions;
- Discriminate by way of race, religion, gender or sexual orientation in employment, marketing or advertising practices, or contribute to the inhibition of human rights generally;
- Will require Council to give, or appear to imply, a strong explicit endorsement of other products and services of the sponsor or a grant recipient;
- Requests that seek permission to install obtrusive signage and other undesirable visual clutter which are contrary to Council guidelines on memorials/signage or Plans of Management or other council policies.
- Do not pass Council's evaluation of quality and suitability of products or services involved in a Sponsorship or grant.
- Do not show a genuine readiness or capability to carry out the obligations or expectations of a sponsorship or grant.
- Proposals emanating from parties found guilty of illegal or improper conduct by ICAC or any other legal authority.
- Proposals emanating from parties involved in political fields (eg. political parties)

In deciding if a proposal is unsuitable, Council will consider the activities of any persons or organisations that appear to be involved in carrying out the proposal, even if they did not submit the proposal.

Suitable proposals are those which are not unsuitable as outlined above. Council wishes to have relationships with reputable individuals and organisations whose values and objectives do not conflict with Council's or the long term strategic direction of the Queanbeyan-Palerang community as encapsulated in the Community Strategic Plan.

5.1.1 Managing Sponsorships

Each sponsorship proposal must be accompanied by a **risk assessment, management plan** and **binding agreement**.

The risk assessment must include:

- Whether the type or form of sponsorship is inconsistent with the objectives and needs of the Council (eg. Accepting free products simply because they are free but not of any perceivable benefit to the Council)
- Any form of sponsorship proposal expecting explicit endorsement of the sponsor or sponsor's product
- Conflicts of interest
- Sponsorship that does not eventuate
- The capacity of Council to provide adequate resources and facilities to meet the terms of the proposed agreement
- The relationship of the potential sponsor to any of Council's activities/functions (eg. does the sponsor have a current development application or planning matter before Council, or is the sponsor subject to some form of regulatory investigation/determination?)
- Will any Council Official (elected or staff) or their family members receive some form of personal benefit from the sponsorship?

A **management plan** and **legally binding agreement** must be entered into for each sponsorship arrangement to ensure probity. The sponsorship agreement must not impose or imply conditions that would limit, or appear to limit, the Council's ability to carry out its functions fully and impartially.

The agreement will clearly set out:

- The benefits, including economic benefits, available to Council and the sponsor – also document the nature of the benefits (eg. naming rights)
- Any personal benefits available to the sponsor's employees and their relatives
- The form or forms of sponsorship acknowledgement which will be available
- The term of the sponsorship and any conditions regarding renewal
- The scope of uses which the sponsor can make of the sponsorship arrangement
- Consequences of change which may occur over time (eg. shift in the relationship, new policies, new corporate missions or objectives)
- Financial accountability requirements
- Provision for termination or suspension of the agreement
- A statement will set out that Council's functions will continue to be carried out fully and impartially, notwithstanding the existence of a sponsorship arrangement.
- A statement also setting out that any attempted influence of council's regulatory functions will result in an automatic review and/or termination of the sponsorship arrangement.

5.2 Grants

Council's Community Grants Program is a strategic tool for capacity building, supporting innovation and addressing community need in line with the Council and community's long term vision via its Community Strategic Plan. Queanbeyan-Palerang Regional Council recognises the value of community grants as a key tool to meet the needs of its residents. Community grants extend the community's capability to conduct activities, create opportunities for community capacity building and develop strong partnerships.

Queanbeyan-Palerang Council has in place a Council Assistance Program which is split into three separate schemes which offer community, cultural and sporting organisations the opportunity to apply for a grant. These consist of:

5.2.1 Sports Assistance Scheme

The Sports Assistance Scheme is available to local sporting groups for a wide range of assistance including:

- Equipment Assistance
- Special Events Assistance
- Elite Athletes Assistance

Grants in the Sports Assistance Scheme are awarded to clubs on a dollar for dollar basis. Applications may be submitted at any time of the year. However, they will only be presented for approval at the end of May and November each year with \$3500 available at these times.

5.2.2 Cultural Arts Assistance Scheme

Council has in place a Cultural Arts Assistance Scheme to assist local arts and cultural groups develop their own projects, as well as improve the Queanbeyan-Palerang community's opportunities for involvement in cultural and arts activities.

Cultural/community organisations can apply for projects that meet the aim of the scheme, and can demonstrate that they are of benefit to the Queanbeyan community through their cultural or artistic outcomes.

5.2.3 General Donation Scheme

Council will provide a General Donation Scheme which is open to non-profit organisations or groups based in or affiliated with the Queanbeyan-Palerang Region. Applicants must be for the charitable purposes of either the relief of poverty, the advancement of education or any other purpose for which there is agreement by resolution of Council.

Applications open in April each year. Total amount available per annum is \$40,000 with an amount of \$10,000 being retained in the emergency fund.

The Donations Scheme is split into two categories as listed below:

Category 'A' Funding

For:

1. The relief of poverty or provision of assistance to the less advantaged through welfare services and facilities, public health services and facilities, education services and facilities, transport services and facilities and housing, and
2. Advancement of education through education services and facilities and
3. Any other purpose for which there is agreement by resolution of Council.

Category 'B' Funding

To provide financial assistance to community not-for-profit or charitable organisations that wish to hire a Council facility but who are unable to meet the cost of hire. This grant will be non-monetary however, will be recognised financially as a donation and be recognised as income for the facility. The grant will be considered as either full or partial payment of venue hire.

This Scheme is covered under the provisions of the Queanbeyan-Palerang Regional Council's Donations Policy 2017.

5.3 Club Grants

Council also acts as the Local Committee Convenor for the ClubsGRANTS scheme. Each year Clubs within NSW via the ClubGRANTS Scheme provide grants to help support community organisations. These grants provide for a range of initiatives in areas of community welfare, social services, community development, community health services and employment assistance activities. Applications for these grants are open from April to May each year via the ClubsNSW website: www.clubsnsw.com.au

5.4 Loans

Community Groups may apply to Council for 'loan' assistance for projects they are proposing to undertake. These types of loans are restricted to community organisations which have facilities on Council owned or controlled property.

A loan may be sought from Council to assist these community organisations obtain other external funding (eg. External grants which require \$ for \$ funding) to undertake a specific project.

A loan must be approved by resolution of Council and will be accompanied by a formal financial agreement between the Council and the organisation specifying the terms of the loan to cover matters such as:

- Specifying what the loan is to be used for
- Term of the loan
- Repayment schedule
- Interest rate applying to the loan

PERFORMANCE INDICATOR

Sponsorships 100% complying with provisions of ICAC 2006 Guideline

POLICY:-	
Policy No:	
Policy Title:	
Date Policy was adopted by Council:	
Resolution Number:	
Previous Policy Review Date:	
Next Policy Review Date:	
PROCEDURES/GUIDELINES:-	
Date Procedure/Guideline (if any) was developed:	
RECORDS:-	
Container Reference in TRIM: Policy	
Container Reference in TRIM: Procedure	
Other locations of Policy:	Intranet (linked to TRIM Container)
Other locations of Procedures/Guidelines:	Intranet (linked to TRIM Container)
DELEGATION (if any):-	
RESPONSIBILITY:-	
Draft Policy developed by:	
Committees (if any) consulted in the development of the Draft Policy:	
Responsibility for Implementation:	
Responsibility for Review of Policy:	

INTEGRATED PLANNING FRAMEWORK:	
Community Strategic Plan:	Theme No.
Delivery Program Title:	
Operational Plan:	

Senior Authorising Officer	Position General Manager	Signature/Date (Signed and dated)
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ACTION	COUNCIL MEETING DATE	RESOLUTION NUMBER	REPORT ITEM NUMBER
NEW/RECONFIRMED/ AMENDED			

DATE REVIEWED	REVIEWER POSITION	REVIEWER NAME

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.16 MISCELLANEOUS POLICIES RELATING TO COUNCIL'S
GOVERNANCE

ATTACHMENT 1 GIFTS & BENEFITS POLICY



GIFTS AND BENEFITS POLICY

Date policy was adopted:	
Resolution number:	
Next Policy review date:	
Reference number:	

1. OUTCOMES:

In the course of their public duties, both Councillors and staff may encounter situations in which they are offered gifts or benefits for a variety of reasons. The Gifts and Benefits Policy provides guidance for appropriate actions in relation to offers of gifts, hospitality or benefits. This Policy also provides clarity around its provision under the Code of Conduct, and ensures the appropriate mechanisms are in place to protect the integrity, security and reputation of Council as well as protect the reputation of the Council Official.

2. POLICY:

This Policy applies to **all Council officials**.

3. DEFINITIONS

Council Official - includes Councillors, members of staff of council, Administrators, Council committee members, conduct reviewers, delegates of Council and volunteers.

ICAC defines 'gifts' and 'benefits' as follows:

Gifts - In a private context, gifts are usually unsolicited and meant to convey a feeling on behalf of the giver, such as gratitude. There is ordinarily no expectation of repayment. Gifts given in a private context are not the focus of this publication.

"Gifts are also offered to individuals in the course of business relationships. Such gifts are usually given for commercial purposes, for example, to create a feeling of obligation in the receiver. Some examples of these sorts of gifts are:

- *Money*
- *Alcohol*
- *Clothes*
- *Products*
- *Tickets"*

Benefits - The term "benefit" is used to refer to something which is believed to be of value to the receiver, such as a service. Examples include:

- Discount on Purchases
- Priority in allocation of goods or services, ie tickets, etc
- Any form of preferential treatment
-

4. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- Local Government Act 1993
- Local Government (General) Regulation 2005
- Independent Commission Against Corruption Act 1988

Independent Commission Against Corruption (ICAC) – *“Managing Gifts and Benefits in the Public Sector – Toolkit”*.

5. MANAGEMENT OF GIFTS AND BENEFITS:

It is acknowledged that Council officials may at times be offered gifts, hospitality or benefits during the course of their duties; however, it is important to understand that the offering of such items may give the impression that Council has been unduly influenced in its decision making process, or is providing preferential treatment to individuals or organisations, giving rise to an actual, perceived or potential conflict of interest.

Council officials must avoid situations in which the appearance may be created that any person or organisation, through the provision of hospitality and other gifts or benefits of any kind, is securing or attempting to secure a favour from that Council official and Council.

Gifts should generally not be accepted, that said any offer or acceptance of a gift, hospitality or benefit of any value must be disclosed. Council has established an electronic gifts register which requires Councillors and staff to declare any gift or benefit they may receive. This includes whether or not the gift or benefit was accepted or declined.

Council's Code of Conduct outlines the standards of conduct expected of all Council officials. This Policy aims to ensure that Council performs its public functions fairly and impartially in accordance with the Code. Staff must be aware of their obligations under the Code, and should at all times adhere to them. Failure to adhere to this Policy may be considered a breach of the Code and result in disciplinary action.

In accordance with the Code of Conduct, the following principles also apply:

You must not:

- Seek or accept a bribe or other improper inducement
- Use your position to influence others or take advantage of your status or position in the performance of your duties in order to obtain private benefit for yourself or somebody else.
- Seek gifts or benefits of any kind. You must not solicit cash and cash-like gifts, hospitality and benefits of any value or kind.
- Accept any gift or benefit that may create a sense of obligation on your part or which may be perceived to be intended or likely to influence you in carrying out your public duty
- Accept any gift or benefit of more than token value unless there are special circumstances and approval has been obtained - for staff from your relevant Portfolio General Manager or the Chief Executive Officer, and for Councillors from the Mayor

- Accept an offer of money or 'cash-like gift', regardless of the amount. A 'Cash-like gift' includes, but is not limited to gift vouchers, credit cards, debit cards with credit on them, prepayments such as phone or internal credit, memberships or entitlements to discounts
- Have immediate family members or relatives accept gifts, hospitality or benefits on your behalf.

Any suspected bribery attempts, including the offer of cash or a cash-like gift, must be reported to the Chief Executive Officer (CEO) immediately. The CEO will inform the Independent Commission Against Corruption (in accordance with the Independent Commission Against Corruption Act 1988) and the Police, if appropriate.

Councillors must also consider their disclosure obligations when completing their Disclosures by Councillors and Designated Persons Return required under the *Local Government Act*. If the value or cumulative value of gifts, hospitality or benefits, from one donor should exceed the amount of \$500 in the return year, the Gifts Section of the Return Form must be completed by the recipient, in addition to the recipient making the declaration of such gifts or benefits in Council's Gifts and Benefits Register.

5.1 Token gifts, hospitality or benefits

Wherever possible, Council officials are encouraged not to accept gifts, hospitality or other benefits of any kind. A token gift, hospitality or other benefit (other than money or cash-like gift) may be accepted by a Council official subject to the restrictions on acceptance by certain Council officials as outlined in this Policy, provided the intent of the gift or benefit is in accordance with this Policy and reported using Council's Gifts and Benefits Register.

Token gifts can be viewed as being

- of no significant monetary value (less than \$25.00)
- presented to a number of persons in a delegation
- inconsequential or trivial and not offered on a regular basis
- not likely to be seen as compromising

Should a low value gift or benefit (such as chocolates) be offered on a regular basis, then consideration should be given as to why the gift is being offered. For example;

- is it for the purposes of placing the recipient in a position of having a sense of obligation to the gift giver?
- as an inducement to continue to place orders or work with the gift giver for future favourable treatment for the gift giver

Where Council officials are concerned that the intent of an offer may be inappropriate, the gift, hospitality or benefit should not be accepted.

Token value for the purposes of this Policy is considered to be **up to a maximum of \$25 in value.**

Examples of what may be regarded as a token gift or benefit includes but is not limited to:

- Gifts of single bottles of alcohol to individual council members
- Official functions, public occasions or in recognition of work done (such as providing a lecture/training, session/address)
- Lucky door/ticket prizes won at conferences
- Food stuffs – cake, biscuits, lollies

5.2 Gifts, hospitality or benefits of more than token value

Gifts, hospitality or benefits of more than token value are those **greater than \$25 in value**. Wherever possible, Council officials are encouraged not to accept gifts, hospitality or other benefits of more than token value, however in instances where gifts are unable to be refused the gift will be disclosed and managed in accordance with the process outlined in this Policy.

5.3 Cultural considerations or official functions

Council officials often conduct official business with agencies and organisations, where gifts and hospitality are offered to express appreciation and good will. Every effort should be undertaken to ensure that gifts or benefits are refused with a proper explanation, courtesy and due regard to cultural sensitivities. In instances where such offers are unable to be refused or returned as it may be considered offensive or cause embarrassment; gifts must be entered into Council's Gifts & Benefits Register and surrendered to Council for appropriate action. Legitimate invitations of hospitality will not be seen as a breach of this Policy or Code of Conduct.

On occasion however, and as a demonstration of Council's recognition and support for the contributions that local clubs make to the community, the Mayor or Administrator, Councillors and Chief Executive or their delegate may attend local community and sporting events, including for professional and semi-professional level sporting teams. This does not include invitations to functions and events hosted by suppliers or third parties.

Where conducting official business, the Mayor or Administrator, Councillors and Chief Executive Officer or their delegate may attend work related functions to further the business interests of Council.

Any legitimate invitation is in recognition of their official roles as Council Officials. Attendance at such events will not be seen as a breach of this Policy or Code of Conduct, provided Council Officials act in accordance with their responsibilities under the Code. However, attendance at these should be recorded in Council's Gifts & Benefits Register.

5.4 Prizes and incentive schemes

Council officials must not enter competitions or receive incentives (such as additional frequent flyer points), gifts or prizes sponsored by persons or organisations that have business dealings with Council. Any prizes or incentives that may create a sense of obligation and affect their discretionary judgement as a Council official should be avoided. Instances where this occurs should be recorded in the Gifts and Benefits Register.

Receipt of an unexpected prize win, such as a lucky door prize or similar gift, while attending a function, conference or seminar in an official capacity should be disclosed in Council's Gifts and Benefits Register. All gifts and benefits given to Council officials in their official capacity are technically the property of Council and must be surrendered.

5.5 Gift, hospitality or benefit process

All offers irrespective of whether they were rejected or accepted must be reported in Council's Gifts and Benefits Register. Offers that have been received will be actioned at the discretion of the Service Manager Executive Support, and may be returned, redistributed or disposed of.

The Service Manager Executive Support will monitor the Gifts and Benefits Register and all Gift and Benefit Disclosure forms completed by Council officials.

5.6 Return and disposal of gifts or benefits of more than token value

If a gift or benefit of value is to be returned in person, this should preferably be done in the presence of a witness. Details of the circumstances and details of the nature and value of such gift or benefit must be entered into the Gifts and Benefits Register. Similarly, offers of hospitality that have more than a token value should be courteously refused and also included on the Gifts and Benefits Register.

If a gift or benefit is received by a Council official, which should not be accepted by the Council official and cannot reasonably be returned to the donor, the gift or benefit must be disposed of by Council in a transparent manner.

Some options for the management of the gift or benefit include:

- a) Sharing the gift amongst all staff (such as perishable items)
- b) Donation to the Council Social Club (for non-perishable items or gifts of alcohol)
- c) The running of a raffle or an auction with the proceeds going to a charity.

The preferred method of disposal will be at the discretion of the Chief Executive Officer and Service Manager Executive Support.

5.7 Restrictions on acceptance by certain Council officials

Council officials, who are involved in exercising regulatory and procurement processes, **are prohibited under any circumstances to accept gifts, hospitality and benefits of any kind**, where the staff are dealing with persons seeking a decision from Council, or who have sought a decision from Council.

Council officials who fall within this category include Town Planners, Development Assessment Officers, Compliance Officers such as Rangers and Parking Control Officers and staff who are involved in procurement and tendering (including the evaluation of tenders or other proposals), leasing functions or disposal of assets.

Any offer of a gift or benefit made by an external party in an actual or perceived attempt to bribe a Council official must be refused, and the offer disclosed and recorded in Council's Gifts Register.

5.8 Giving gifts or benefits to other agencies or officials

There may be occasions when it is appropriate for Council officials to give gifts or benefits to individuals from other public or private bodies, such as a modest token of appreciation or a presentation of a gift for protocol reasons. Permission for the giving of gifts or benefits by Council Officials must be obtained from the Chief Executive Officer.

5.9 Gifts Associated with Sister City Activities

Gifts presented to the Mayor/Administrator/Councillors/staff for the Council in association with Sister City activities must be entered into the Gifts & Benefits Register. The receiver of the gift must lodge the gift with the Chief Executive Officer as soon as possible after receipt of the gift. The gift will then be recorded and placed in an appropriate location.

Gifts for the Council (normally presented to the Mayor or head of a delegation) are generally non-token gifts, i.e. painting, plaque, work of art or craft, other items of significance to a specific occasion (items relating to the formal signing of a Sister City Relationship) is of a reasonable monetary value or any other item that more than one person in the delegation would not receive.

If there is doubt as to whether a gift is for the Council or is a personal gift, the Chief Executive Officer must be consulted for a determination.

5.10 Loyalty Programs

It is not uncommon that businesses will offer inducements for customers to receive a benefit for return business. This could include cash back programs, free gifts or a saving on future purchases. It is inappropriate for both councillors and staff to convert a benefit received from a loyalty program as a result of council business for their own personal use. This also includes frequent flyer programs.

Councillors and staff should not obtain a private benefit from the provision of equipment and facilities and this includes travel hours that accrue from Council funded travel through “**frequent flyer**” schemes or any other loyalty programs. Where such benefits accrue, then free flights or other subsidised travel should benefit Council.

5.11 Breaches of this Policy

Any breaches of this Policy could constitute a possible act of misconduct, and may lead to disciplinary action under the Code of Conduct. Serious breaches by Council officials such as soliciting, or attempt to solicit, or knowingly accepting a bribe, will be reported to the Mayor or Chief Executive Officer for referral to the Independent Commission Against Corruption.

6. GIFTS & BENEFITS REGISTER

An Electronic Gifts and Benefits Register has been established to enable Councillors and staff to record, where appropriate, gifts and benefits which have been received by them and/or to the Council. Registration of gifts or benefits not accepted should also be included into the register.

The register contains the following:

- Name and title of person receiving the gift or benefit, either for personal or Council use
- Name and title of person giving the gift
- Description of gift
- Acceptance or refusal of the gift or benefit
- What was done with the gift or benefit
- Value of gift (if known)
- Reason for presentation of gift

Councillors and members of staff must record all (non-token–high value) items received in the Gifts and Benefits Register. The inclusion of an entry in this Register does not relieve Councillors or staff from their obligations to make disclosures in association with annual Disclosure Returns required of Councillors and designated persons under Section 449 (3) of the Local Government Act.

Councillors must declare any gifts they receive to the Chief Executive Officer's Executive Assistant who will then enter this into Council's Electronic Gifts Register.

7. PERFORMANCE INDICATOR

Gifts and benefits offered to Councillors and or members of staff are registered appropriately in the electronic Gifts and Benefits Register.

Internal audit of the Gifts and Benefits Register does not find non-compliance in relation to this Policy.

POLICY:-	
Policy No:	
Policy Title:	
Date Policy was adopted by Council:	
Resolution Number:	
Previous Policy Review Date:	
Next Policy Review Date:	
PROCEDURES/GUIDELINES:-	
Date Procedure/Guideline (if any) was developed:	
RECORDS:-	
Container Reference in TRIM: Policy	
Container Reference in TRIM: Procedure	
Other locations of Policy:	Intranet (linked to TRIM Container)
Other locations of Procedures/Guidelines:	Intranet (linked to TRIM Container)
DELEGATION (if any):-	
RESPONSIBILITY:-	
Draft Policy developed by:	
Committees (if any) consulted in the development of the Draft Policy:	
Responsibility for Implementation:	
Responsibility for Review of Policy:	

INTEGRATED PLANNING FRAMEWORK:	
Community Strategic Plan:	Theme No.
Delivery Program Title:	
Operational Plan:	

Senior Authorising Officer	Position General Manager	Signature/Date (Signed and dated)
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ACTION	COUNCIL MEETING DATE	RESOLUTION NUMBER	REPORT ITEM NUMBER
NEW/RECONFIRMED/ AMENDED			

DATE REVIEWED	REVIEWER POSITION	REVIEWER NAME

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

- ITEM 8.16 MISCELLANEOUS POLICIES RELATING TO COUNCIL'S GOVERNANCE
- ATTACHMENT 2 COUNCILLOR & STAFF INTERACTION POLICY



COUNCILLOR AND STAFF INTERACTION **POLICY**

Date policy was adopted:	
Resolution number:	
Next Policy review date:	
Reference number:	

1. OUTCOMES:

The Councillor and Staff Interaction Policy provides a framework for Councillors in exercising their civic duties by specifically addressing their ability to interact and receive advice from authorised staff. This Policy works in concert with Queanbeyan-Palerang Council's Code of Conduct.

2. DEFINITIONS

Authorised staff - Staff nominated by the Chief Executive Officer who can interact with or provide advice to Councillors as set out in APPENDIX A.

3. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

Local Government Act 1993 (NSW)

Local Government (General) Regulation 2005 (NSW)

Queanbeyan-Palerang Council Code of Conduct

Queanbeyan-Palerang Council Code of Meeting Practice

This Policy applies to Councillors and Council employees, including contract and casual employees engaged by Council.

4. OVERVIEW:

The Local Government Act defines the roles and responsibilities of the Mayor and Councillors, and specifies that the General Manager (CEO) is to direct staff in the performance of their duties. Interactions between Councillors and staff are necessary to facilitate well-informed decisions and the provision of Council services.

In accordance with Council's Code of Conduct, Councillors, Administrators and staff are expected to conduct their interactions with each other with respect, professionalism, objectivity, honesty and to a high standard of ethical behaviour. This Policy sets out the obligations of Councillors and staff in dealing with each other.

All access to staff by Councillors, other than the Chief Executive Officer (CEO), is to be authorised by the CEO. Only those staff nominated by the CEO can provide advice to Councillors. **Appendix A** sets out the staff that Councillors may access to exercise their civic leadership and represent the views of the community. Contact with staff other than those list in Appendix A should be through the Chief Executive Officer in the first instance and with the approval of the relevant Portfolio-General Manager.

5. OBLIGATIONS OF COUNCILLORS

Each Council is a body corporate. The Councillors are the governing body of the Council. The governing body has the responsibility of directing and controlling the affairs of the Council in accordance with the Act and is responsible for policy determinations, for example, those relating to industrial relations policy.

Councillors or administrators **must not**:

- (a) Direct Council staff other than by giving appropriate direction to the CEO in the performance of Council's functions by way of council or committee resolution, or by the Mayor or administrator exercising their power under section 226 of the Act (*section 352*).

- (b) In any public or private forum, direct or influence or attempt to direct or influence, any other member of the staff of the Council or a delegate of the Council in the exercise of the functions of the member or delegate (Schedule 6A of the Act).
- (c) Contact a member of the staff of the Council on council related business unless in accordance with the policy and procedures governing the interaction of Councillors and Council staff that have been authorised by the Council and the CEO.
- (d) Contact or issue instructions to any of Council's contractors or tenderers, including Council's legal advisers, unless by the Mayor or Administrator exercising their power under section 226 of the Act. This does not apply to the Chair of Council's Audit Committee who may be provided with any information by individual Councillors reasonably necessary for the Audit Committee to effectively perform its functions.
- (e) Councillors must not take advantage of their official position to improperly influence other Councillors or members of Council staff in the performance of their civic or professional duties for the purpose of securing private benefit for themselves or for another person.

6. OBLIGATIONS OF STAFF

Members of staff of Council must:

- (a) Give their attention to the business of Council while on duty.
- (b) Ensure that their work is carried out efficiently, economically and effectively.
- (c) Carry out lawful directions given by any person having authority to give such directions.
- (d) Give effect to the lawful decisions, policies, and procedures of the Council, whether or not the staff member agrees with or approves of them.
- (e) Ensure that any participation in political activities outside the service of the Council does not conflict with the performance of their official duties. If you participate in political activities you must ensure that you do not have a conflict with your primary duty to serve the Council of the day in a politically neutral manner. This is important because Council needs to maintain public confidence in Council staff, especially their impartial approach in taking action and providing advice.

In circumstances where staff are unsure whether or not they should provide information to, or respond to a request from a Councillor, they should refer the matter to their relevant Portfolio General Manager or to the CEO, or request that the Councillor make the request through the CEO.

Noncompliance with this Policy may be considered a breach of the Code of Conduct and will be dealt with in accordance with the Procedures for the Administration of the Code of Conduct or disciplinary policies.

7. PERFORMANCE INDICATOR

No evidence of major issues regarding inappropriate interaction between Councillors and staff.

POLICY:-	
Policy No:	
Policy Title:	
Date Policy was adopted by Council:	
Resolution Number:	
Previous Policy Review Date:	
Next Policy Review Date:	
PROCEDURES/GUIDELINES:-	
Date Procedure/Guideline (if any) was developed:	
RECORDS:-	
Container Reference in TRIM: Policy	
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RESPONSIBILITY:-	
Draft Policy developed by:	
Committees (if any) consulted in the development of the Draft Policy:	
Responsibility for Implementation:	
Responsibility for Review of Policy:	

INTEGRATED PLANNING FRAMEWORK:	
Community Strategic Plan:	Theme No.
Delivery Program Title:	
Operational Plan:	

Senior Authorising Officer	Position General Manager	Signature/Date (Signed and dated)
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ACTION	COUNCIL MEETING DATE	RESOLUTION NUMBER	REPORT ITEM NUMBER
NEW/RECONFIRMED/ AMENDED			

DATE REVIEWED	REVIEWER POSITION	REVIEWER NAME

APPENDIX A	
Authorised Staff whom Councillors can contact	Position
	• Chief Executive Officer
	• Portfolio General Manager – Community Choice
	• Portfolio General Manager – Natural & Built Character
	• Portfolio General Manager – Connections
	• Portfolio General Manager – Organisation Capability
	• Service Manager Customer & Communication
	• Service Manager Executive Support
	• CEO's Office
	• Chair of Council's Audit Committee

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.16 MISCELLANEOUS POLICIES RELATING TO COUNCIL'S
GOVERNANCE

ATTACHMENT 3 STATEMENT OF BUSINESS ETHICS



Statement of Business Ethics

Date policy was adopted:	
Resolution number:	
Next Policy review date:	
Reference number:	

INTRODUCTION

Queanbeyan-Palerang Regional Council is committed to serving our community with integrity, efficiency, fairness and impartiality. In conducting business we will put our public duty to the community ahead of our personal interests. The people of our region and those who come in contact with us, expect nothing less.

This Statement of Business Ethics provides guidance for all sectors of the community when conducting business with Council and explains the mutual obligations and role of all parties. This business may include the supply of goods and services, use of contractors and consultants, assessment of development applications and other general dealings.

Council officials and staff are required to comply with Council's standards of conduct, procedures and relevant legislation governing ethical behaviour. The same standard is expected of all individuals and organisations that deal with Council to reduce the risk of inappropriate business activities and actual, potential or perceived conflicts of interest occurring.

These ethical standards are an integral part of the Council's sound commercial practice. Councillors, Council staff and its representatives (including volunteers and delegates) are required to observe a high standard of ethical behaviour and comply with legislation, Council policies and procedures. Therefore we ask that in doing business with Council, you as a supplier to Council abide by this statement of business ethics in all your dealings with Council.

KEY BUSINESS PRINCIPLES

Councillors, staff and its representatives must maintain the highest standards of conduct and are to abide by the following Key Business Principles:

- **Value for money**
- **Impartiality**
- **Fairness**
- **Transparency**

Value for money - the need to obtain the best possible value for public money.

Under the Value for Money principle getting best value for money means considering all factors relevant to a particular purchase. Although price is important, consideration must also be given to whole of life costs and non-price factors such as quality, reliability, product safety, delivery time, ongoing service and support. Factors such as experience, qualifications of personnel, knowledge of Council's needs and previous work performance are critical in the evaluation when procuring services. However the lowest price might offer the best value if it meets other essentials such as quality and reliability.

Value for money will be pursued through fair and effective competition. Other things being equal, the extent of competition sought by Council will be consistent with the financial value of the procurement, with higher value cases normally subject to open initiations to quote, bid or tender.

Impartiality - the need to be unbiased during the procurement process.

Impartiality means endeavouring to be objective and even handed in making assessments against predetermined criteria. The skill, knowledge and responsibility of the staff involved in the procurement process will be appropriate to the nature, complexity and magnitude of the procurement.

Fairness - the need to be fair in all Council dealings during the procurement process.

Council will act fairly. The process of inviting and assessing quotations, bids and tenders will safeguard against favouritism, improper practices and opportunities for corruption. Private interests will not be allowed to influence decisions about procurement. Staff will be aware of their responsibilities and will be accountable for their actions and decisions. Written records will be kept including the reasons for selecting or rejecting quotations, bids and tenders.

Fairness does not necessarily mean pleasing everyone. Some people are occasionally adversely affected by fair decisions. Council operates from a viewpoint where it wishes to be fair in all its dealings and minimise where possible, any adverse effect of its decisions.

Transparency - the need to be for the procurement process to be transparent

Transparency means visible and verifiable confirmation of the integrity of the purchasing process and compliance with relevant legislation and adopted Council procedures. However there will be times when confidentiality will be required by Council.

WHAT IS EXPECTED FROM YOU

Queanbeyan-Palerang Regional Council requires all members of the public, applicants, lobbyists, contractors, suppliers and anyone doing business with Council to:

- Act ethically, fairly and honestly in all dealings with Council.
- Declare actual, potential or perceived conflicts of interest as soon as possible.
- Respect the obligations of Councillors and staff to abide by Council's Code of Conduct and other relevant policies (eg Procurement Policy, Gifts & Benefits Policy etc).
- Be aware and comply with legislation, Council's policies and procedures as they pertain to the business before Council, and the conditions set out in documents supplied by Council.
- Provide accurate and reliable advice and information to Council when required.
- Prevent the disclosure of confidential information.
- Refrain from discussing Council business or information in the media.
- Assist Council to prevent unethical practices in our business relationships.
- Refrain from engaging in any form of collusive practice, or offering Council officials inducements or incentives including gifts and benefits, designed to improperly influence the conduct of their business.
- Refrain from any action or contact that may be considered an attempt to influence a decision of Councillors or staff.
- Maintain records of all dealings with Council.

WHAT YOU CAN EXPECT FROM US

Queanbeyan-Palerang Regional Council will expect its Councillors, staff and representatives to:

- Respect and comply with Legislation, Council's policies, procedures and guidelines.
- Treat all tenderers for the supply of goods and/or services equitably.
- Promote fair and open competition while seeking the best value for money.
- Protect confidential information.
- Meet or exceed public interest and accountability expectations.
- Avoid situations where personal interest could conflict with public duty.
- Never solicit or accept remuneration, gifts or other benefits from a supplier.
- Respond promptly to reasonable requests for advice and/or information.
- Determine the level of risks associated with the acquisition when deciding on the method of purchase to be used;

- Undertake and document a risk analysis for all procurement involving the process of calling of tenders or as determined by the delegated purchasing officer;
- Ensure segregation of duties in the requisitioning, approval and payment functions;
- Only approve the incurring of expenditure up to the delegated monetary level and within budgetary limits;
- Ensure all suppliers are registered and contracted with Council through a registration process that confirms a pre-approved and/or established systems of WHS systems, environmental factors and insurances are in place;
- Use Council's procurement services, Council stores, State Government Contracts, Local Government Procurement Contracts, and Council's period contracts whenever possible;
- Provide suppliers with Council's standard Purchase Order and/or contract prior to supply; and
- Maintain a contract register and procedures for contract variation and contractor evaluation.

WHY YOU NEED TO COMPLY

All of Council's providers of goods and services are required to comply with this statement. The principles of this Statement are consistent with the ethical requirements of other public sector agencies. Therefore you must be careful when you deal with us, because **we are public officials**.

Council will not tolerate corrupt conduct in any form, such as trying to influence the outcome of a tender. Council's standard tendering invitations, for example, state that any action or contact that may be considered as an attempt to influence a decision of Council's staff or Councillors will automatically disqualify the relevant tender.

People and businesses who engage in corrupt conduct are committing a crime. Penalties for certain acts under the *Independent Commission Against Corruption Act 1988* and the *Crimes Act 1900* can include imprisonment. Non-compliance with the requirements of this Statement resulting in demonstrated corrupt or unethical conduct could lead to:

- Termination of contracts
- Loss of future work
- Loss of reputation
- Investigation for corruption
- Matters being referred for criminal investigation
- Disqualification of tender

ADDITIONAL INFORMATION

Gifts and Other Benefits

Council awards contracts and determines applications based solely on merit. Gifts **must NOT** be given in connection with any prospective business dealings and Council officials are not permitted to ask for any reward or incentive for doing their job. The acceptance of gifts of a token value by Councillors and staff is permitted in certain circumstances. All gifts accepted and all offers of gifts whether token or not are required to be disclosed and are required to be recorded in Council's Gift & Benefits Register. Council staff who are involved in exercising regulatory and procurement processes **are prohibited under any circumstances to accept gifts, hospitality and benefits of any kind or value**.

References to 'gifts' normally include other benefits or cash. Gifts or benefits to Council's staff and Councillors that have a nominal or token value and do not create a sense of obligation, may be acceptable. **Cash is never acceptable.** All gifts must be declared and entered in Council's Gifts & Benefits Register by the recipient. Council's *Code of Conduct* and *Gifts & Benefits Policy* contains further information.

Communication

You must communicate with us clearly and directly at all times, and account for all communications. This will ensure that there is a minimal risk of appearing to influence Council's staff or Councillors inappropriately.

Confidentiality

All Council information is considered confidential and cannot be disclosed unless Council has agreed otherwise in writing, or the information is public knowledge, or the law requires it to be disclosed.

Conflict of Interest

Council's staff and Councillors must disclose any actual, potential or perceived conflict between their personal interests and their professional duties. This includes both pecuniary and non-pecuniary interests and is equally important.

Sponsorship

From time to time, Council seeks financial or in-kind sponsorship from the private sector to support Council's activities or events. Council also regularly provides sponsorships or grants to community organisations for their activities or events. Council has a ***Sponsorships, Grants and Loans Policy*** that sets out the procedures and considerations that apply in these situations. Sponsorships, grants or loans must not interfere with Council's ability to carry out its functions, and the process of seeking and providing sponsorships, grants and loans must be open and transparent.

Contractors, Sub-Contractors, Consultants and Delegates

You must ensure that any person who is engaged in your work for Council complies with this Statement. This applies to all delegates including your staff, contractors, sub-contractors, consultants and any other persons or organisations. We must ensure that any person who acts for Council complies with this Statement.

All delegates of Council must also comply with Council's *Code of Conduct*.

Secondary and Post-Separation Employment

Council's staff members have a duty to maintain public trust. If a Council staff member works as an employee outside Council, this is called 'secondary employment'. Running a business or acting as a consultant is also considered 'secondary employment', even if the staff member is not strictly an employee in the other business. Council's Chief Executive Officer can prohibit Council's staff from secondary employment where there is, or might be, a conflict of interest. Council's staff must apply for the Chief Executive Officer's approval of secondary employment if there is a risk of conflict of interest.

Council's staff must not use their access to commercially sensitive information they gain at Council to assist them into secondary employment or into new employment, business or consultancy after they leave Council. This includes detailed knowledge of Council policies, procedures, practices and

information unless these are public knowledge. Council's staff must also not allow themselves or their work to be influenced by plans for, or offers of, new employment, business or consultancy. Council's Code of Conduct contains further information.

Intellectual Property

You must respect Council's intellectual property and Council must respect your intellectual property. Access, licence or use must be agreed in writing.

Use of Resources

Council's resources must only be used for official purposes. Council's *Code of Conduct* contains further information.

Political Donations

The law requires that persons who have a financial interest in, or have made a submission in relation to a Development Application or a planning instrument, must disclose certain information about political donations and other gifts. This is a mandatory requirement if a donation or gift has been made to a Councillor or council employee within the previous two years of the application or submission.

Reporting Unethical Behaviour

Council is committed to promoting ethical behaviour. Reports of unethical behaviour, fraud, corruption, maladministration or waste can be made to the Chief Executive Officer or Council's Public Officer on 02 6285 6513.

External reports can be made to the:

- Independent Commission Against Corruption 02 8281 5999
- NSW Ombudsman 02 9286 1000
- NSW Department of Local Government 02 4428 4100

Public officials, including Council's staff and councillors, who report corrupt conduct, maladministration or serious waste of public funds can be protected by the Protected Disclosures Act 1994. This Act protects public officials disclosing corruption related matters from reprisal or detrimental action and ensures that disclosures are properly investigated and dealt with.

WHO TO CONTACT

If you have any questions about this statement or wish to provide information about suspected corrupt or unethical conduct, please contact Council's **Public Officer on 02 6285 6513**.

POLICY:-	
Policy No:	
Policy Title:	
Date Policy was adopted by Council:	
Resolution Number:	
Previous Policy Review Date:	
Next Policy Review Date:	
PROCEDURES/GUIDELINES:-	
Date Procedure/Guideline (if any) was developed:	
RECORDS:-	
Container Reference in TRIM: Policy	
Container Reference in TRIM: Procedure	
Other locations of Policy:	Intranet (linked to TRIM Container)
Other locations of Procedures/Guidelines:	Intranet (linked to TRIM Container)
DELEGATION (if any):-	
RESPONSIBILITY:-	
Draft Policy developed by:	
Committees (if any) consulted in the development of the Draft Policy:	
Responsibility for Implementation:	
Responsibility for Review of Policy:	

INTEGRATED PLANNING FRAMEWORK:	
Community Strategic Plan:	Theme No.
Delivery Program Title:	
Operational Plan:	

Senior Authorising Officer	Position General Manager	Signature/Date (Signed and dated)
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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

- | | |
|--------------|---|
| ITEM 8.17 | QUEANBEYAN-PALERANG REGIONAL COUNCIL PRIVACY
POLICY AND MANAGEMENT PLAN 2017 |
| ATTACHMENT 1 | DRAFT QPRC PRIVACY POLICY AND MANAGEMENT
PLAN 2017 |



Privacy Management Policy and Plan

Date policy was adopted:/...../2017
Resolution number:/2017
Next Policy review date:	May 2019
Reference number:

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1. OUTCOMES

Queanbeyan-Palerang Regional Council (QPRC) collects and records a variety of personal information about its ratepayers, residents, customers, Councillors and employees in accordance with legislative requirements.

This policy and management plan details how QPRC manages the personal information it collects to ensure that the protection of such information reflects Council's legal obligations under the *NSW Privacy and Personal Information Protection Act 1998* and the *NSW Health Records and Information Privacy Act 2002*. It also outlines procedures to follow if a person wishes to lodge a complaint about the manner in which Council has managed their personal information.

2. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

2.1 Section 449 of the *NSW Local Government Act 1993* states:

- (1) A councillor or designated person must complete and lodge with the general manager, within 3 months after becoming a councillor or designated person, a return in the form prescribed by the regulations.

...

2.2 Section 450A of the *NSW Local Government Act 1993* states:

- (1) The general manager must keep a register of returns required to be lodged with the general manager under section 449.
- (2) Returns required to be lodged with the general manager under section 449 must be tabled at a meeting of the council, being:

(a) ...

(b) ...

(c) ...

2.3 Section 494 of the *NSW Local Government Act 1993* states:

- (1) A council must make and levy an ordinary rate for each year on all rateable land in its area.
- (2) ...

2.4 Section 8 of the *NSW Privacy and Personal Information Protection Act 1998* (PPIP Act) states:

- (1) A public sector agency must not collect personal information unless:
 - (a) the information is collected for a lawful purpose that is directly related to a function or activity of the agency, and
 - (b) the collection of the information is reasonably necessary for that purpose.
- (2) A public sector agency must not collect personal information by any unlawful means.

2.5 Section 33 of the PPIP Act states:

- (1) Each public sector agency must prepare and implement a privacy management plan within 12 months of the commencement of this section.

- (2) The privacy management plan of a public sector agency must include provisions relating to the following:
 - (a) the devising of policies and practices to ensure compliance by the agency with the requirements of this Act or the *Health Records and Information Privacy Act 2002*, if applicable,
 - (b) the dissemination of those policies and practices to persons within the agency,
 - (c) the procedures that the agency proposes to provide in relation to internal review under Part 5,
 - (d) such other matters as are considered relevant by the agency in relation to privacy and the protection of personal information held by the agency.

...

2.6 Section 57 of the PPIP Act states:

- (1) The public sector agency responsible for keeping a public register must not disclose any personal information kept in the register unless the agency is satisfied that it is to be used for a purpose relating to the purpose of the register or the Act under which the register is kept.
- (2) In order to enable the responsible agency to comply with subsection (1), the agency may require any person who applies to inspect personal information contained in the public register to give particulars, in the form of a statutory declaration, as to the intended use of any information obtained from the inspection.

2.7 Section 11 of the *NSW Health Records and Information Privacy Act 2002* (HRIP Act) states:

- (1) This Act applies to every organisation [public sector agency or private sector person] that is a health service provider or that collects, holds or uses health information.
- (2) An organisation to whom or to which this Act applies is required to comply with the Health Privacy Principles and with any health privacy code of practice or provision of Part 4 that is applicable to the organisation.
- (3) An organisation must not do any thing, or engage in any practice, that contravenes a Health Privacy Principle or a health privacy code of practice or a provision of Part 4 in respect of which the organisation is required to comply.

2.8 This policy is to be read in conjunction with the following documents:

- *NSW Local Government Act 1993*,
- *NSW Privacy and Personal Information Protection Act 1998*,
- *NSW Health Records and Information Privacy Act 2002*
- *NSW Government Information (Public Access) Act 2009* (GIPA Act)
- *NSW State Records Act 1998*
- *NSW Children and Young Persons (Care and Protection) Act 1998*
- *NSW Dividing Fences Act 1991*
- Privacy Code of Practice for Local Government (2000)
- Information and Privacy Commission's Fact Sheet September 2014 – Information Protection Principles
- QPRC Code of Conduct
- QPRC Records Management Policy and Procedures

2.9 This policy rescinds the following documents:

- The former Queanbeyan City Council Privacy Management Policy 2013
- The former Palerang Council Privacy Management Plan 2011

3. DEFINITIONS

Adjoining owners — owners of land on either side of a common boundary.

Companion animal — means each of the following:

- (a) a dog
- (b) a cat
- (c) any other animal that is prescribed by the regulations as a companion animal.

Councillor — a person elected or appointed to civic office, including the mayor.

Designated persons — are:

- The general manager,
- Other senior staff of the council,
- A person (other than a member of the senior staff of the council) who is a member of staff of the council or a delegate of the council and who holds a position identified by the council as the position of a designated person because it involves the exercise of functions under this or any other Act (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the person's duty as a member of staff or delegate and the person's private interest,
- A person (other than a member of the senior staff of the council) who is a member of a committee of the council identified by the council as a committee whose members are designated persons because the functions of the committee involve the exercise of the council's functions under this or any other Act (such as regulatory functions or contractual functions) that, in their exercise, could give rise to a conflict between the member's duty as a member of the committee and the member's private interest.

Health information — means:

- (a) personal information that is information or an opinion about:
 - (i) the physical or mental health or a disability (at any time) of an individual, or
 - (ii) an individual's express wishes about the future provision of health services to him or her, or
 - (iii) a health service provided, or to be provided, to an individual, or
- (b) other personal information collected to provide, or in providing, a health service, or
- (c) other personal information about an individual collected in connection with the donation, or intended donation, of an individual's body parts, organs or body substances, or
- (d) other personal information that is genetic information about an individual arising from a health service provided to the individual in a form that is or could be predictive of the health (at any time) of the individual or of a genetic relative of the individual, or
- (e) healthcare identifiers.

Health Privacy Principles — are set out in Schedule 1 of the HRIP Act and refer to the manner in which health information will be collected, used and protected by Council.

Information Protection Principles — are set out in Part 2, Division 1, ss.8-19 inclusive of the PPIP Act, and refer to the manner in which personal information will be collected, used and protected by Council.

Personal information — information or an opinion about an identified individual, or an individual who is reasonably identifiable:

- (a) whether the information or opinion is true or not; and
- (b) whether the information or opinion is recorded in a material form or not.

Privacy management plan — every NSW public sector agency that is bound by the *Privacy and Personal Information Protection Act 1998* must prepare a privacy management plan that details the manner in which it will collect, record, use and protect personal information.

Public register — an official list of names, events and transactions, which is required under law to be available to the public. Personal information kept on public registers could include your name, home and email addresses, phone, gender, occupation and qualifications. The list may include other documents such as records of approvals or licences.

Return — a form prescribed by the *NSW Local Government (General) Regulation 2005* (Schedule 3) that records any disclosures of interests that Councillors and designated persons may hold in a financial year.

4. POLICY

- 4.1 Council will ensure that it protects the personal and health information that it collects about its ratepayers, residents, customers, Councillors and employees.
- 4.2 Council collects personal information for the primary purpose of levying rates in accordance with s.494 of the *NSW Local Government Act 1993*.
- 4.3 The names and addresses of individual owners of property are kept on the rate and charging record in accordance with s.602 of the *NSW Local Government Act 1993*, forming the basis of the QPRC Rating and Valuation Register.
- 4.4 In addition to the primary purpose of levying rates, personal information is lawfully used for the conduct and facilitation of Council's business, including but not limited to:
 - (a) notifying adjoining owners of proposed development,
 - (b) identifying companion animal ownership,
 - (c) identifying landholders for the purpose of provisions of the *NSW Dividing Fences Act 1991*
 - (d) evaluating road openings and obstructions,
 - (e) evaluating tree preservation orders,
 - (f) evaluating land dedications and laneway status,
 - (g) investigating parking controls
- 4.5 Council collects health information about its employees during the course of their employment with Council.
- 4.6 Council collects health information about its ratepayers in situations where Council's utility services may be required for specific medical conditions.

- 4.7 Council will not collect personal information by unlawful means.
- 4.8 Council will comply with the provisions of the *NSW Privacy and Personal Information Protection Act 1998* and the *NSW Health Records and Information Privacy Act 2002* to ensure that individuals' privacy is respected and their personal information is protected (see Clause 5).
- 4.9 Council may, in certain circumstances, release personal information about its ratepayers to a third party for a specific purpose not related to the business of Council (see Clauses 5.1.3, 5.4.3, 5.4.4 and 5.5.2).
- 4.10 The following Privacy Management Plan has been prepared in accordance with s.33 of the *Privacy and Personal Information Protection Act 1998*. It explains the measures Council will implement to collect, use and protect the personal and health information that it holds.

5. PRIVACY MANAGEMENT PLAN

Information Protection Principles – Part 2, Division 1, ss 8-19 inclusive, PPIP Act

5.1 Collection

- 5.1.1 Council will only collect personal information about you for a lawful purpose, relating directly to the business of Council, and being necessary for that purpose.
- 5.1.2 Council collects and delivers personal information to and from government departments and agencies involved in the normal functions of Council's operations, and in accordance with standing arrangements made with individual departments. These must be prescribed in Acts or regulations which permit the supply of such information. Council will not provide personal information to Government departments if there is no legal arrangement to do so.
- 5.1.3 Council will disclose personal information to public sector agencies or public utilities on condition that:
 - (1) the agency has approached Council in writing,
 - (2) Council is satisfied that the information is to be used by that agency for the proper and lawful functions of the agency, and
 - (3) Council is satisfied that the personal information is reasonably necessary for the exercise of that agency's functions.
- 5.1.4 Council will collect personal information directly from you unless you have authorised collection from someone else, or if you are under the age of 16 years and the information has been provided by a parent or guardian.
- 5.1.5 Council will inform you that:
 - (a) the information is being collected,
 - (b) why it is being collected,
 - (c) who will be storing and using it,
 - (d) how you can access it and correct your personal information,
 - (e) if the information is required by law or is voluntary, and
 - (f) any consequences that may apply if you decide not to provide it.

- 5.1.6 A privacy statement will be shown where lists of names and addresses of attendees are collected at public meetings.
- 5.1.7 Council will ensure that personal information is relevant, accurate, complete, up-to-date and not excessive.
- 5.1.8 The collection of information should not unreasonably intrude into your personal affairs.
- 5.2 **Storage**
- 5.2.1 Council will store personal information securely, keeping it no longer than necessary and disposing of it appropriately.
- 5.2.2 Council will protect the information from unauthorised access, use, modification or disclosure.
- 5.3 **Access and accuracy**
- 5.3.1 Council will provide you with details regarding the personal information being stored, why it is being stored and what rights you have to access it.
- 5.3.2 Council will allow you to access your personal information without excessive delay or expense.
- 5.3.3 Council will allow you to update, correct or amend your personal information where necessary.
- 5.4 **Use**
- 5.4.1 Council will ensure that your personal information is relevant, accurate, up-to-date and complete before using it.
- 5.4.2 Council will only use your personal information for the purpose for which it was collected, unless you have given consent, or the use is directly related to a purpose that you would expect.
- 5.4.3 Council occasionally receives requests from third parties for access to your personal information for a purpose that is not related to Council's business. Council may decline to provide access in these circumstances, or it may choose to consult with you to explain the source and purpose of the request, and give you the option of granting or withholding your written permission to release your personal information. Council will not release the information to a third party unless it has received your written permission to do so. The third party will be required to pay an administration fee for the costs incurred by Council in consulting with you, as per the adopted Fees and Charges, regardless of whether or not you give permission to release your personal information.
- 5.4.4 Notwithstanding Clause 5.4.3, Council may release personal information for a purpose not related to the business of Council without consent, if it is necessary to prevent or lessen a serious and imminent threat to any person's health or safety.
- 5.5 **Disclosure**
- 5.5.1 Council can only disclose your information in limited circumstances if you have consented, or if you were told at the time of collection that it would do so.
- 5.5.2 Council may disclose without consent personal information which has been collected about an individual if the purpose is to confer an award, prize, benefit or similar form of personal recognition upon that person.

Health Privacy Principles (HPP) – Schedule 1 of the HRIP Act 2002

5.6 Collection (HPPs 1 - 4)

- 5.6.1 Council will only collect health information for a lawful purpose that is directly related to Council's activities and is necessary for that purpose.
- 5.6.2 Council will ensure that health information is relevant, accurate, up-to-date and not excessive and that the collection is not unnecessarily intrusive into the personal affairs of the individual.
- 5.6.3 Council will only collect health information directly from the individual that the information concerns, unless it is unreasonable or impractical for Council to do so.
- 5.6.4 Council will tell the person why the health information is being collected, what will be done with it, how it can be amended or corrected, who else might see it and what the consequences are if the person decides not to provide it.

5.7 Retention and security (HPP 5)

- 5.7.1 Council will store health information securely and protect health information from unauthorised access, use or disclosure. Health information will not be kept for any longer than necessary and will be disposed of appropriately.

5.8 Information about health information held by Council (HPP 6)

- 5.8.1 Council must take such steps as are, in the circumstances, reasonable to enable any individual to ascertain:
 - (a) whether the organisation holds health information, and
 - (b) whether the organisation holds health information relating to that individual, and
 - (c) if the organisation holds health information relating to that individual:
 - (i) the nature of that information
 - (ii) the main purposes for which the information is used, and
 - (iii) that person's entitlement to request access to the information.

5.9 Access (HPP 7)

- 5.9.1 Council will allow the individual to access their health information without excessive delay or expense.

5.10 Amendment (HPP 8)

- 5.10.1 Any person who is unhappy with the accuracy or acceptable use of their health information kept by Council, may make a written request to the General Manager to amend that information.
- 5.10.2 Council has an obligation to take such steps to amend personal information where necessary. If Council decides that it will not amend the information, it must add the additional information so that it can be read with the existing information, and notify the person making the application.
- 5.10.3 The person to whom the information relates is entitled to have the recipients of that information notified of the amendments made by Council.

5.11 **Accuracy (HPP 9)**

5.11.1 Council will ensure that the health information it holds about an individual is relevant, accurate, up-to-date, complete and not misleading.

5.12 **Use of health information (HPP 10)**

5.12.1 Council will only use the health information for the purpose for which it was collected or for a directly related purpose that the individual would expect. Otherwise, Council will obtain the individual's consent.

5.13 **Disclosure of health information (HPP 11)**

5.13.1 Council will only disclose health information under the following circumstances:

- (a) with the consent of the individual,
- (b) for the purpose for which the health information was collected, or a directly related purpose that the individual to whom it relates, would expect, or
- (c) if an exemption applies.

5.14 **Identifiers (HPP 12)**

5.14.1 Council will only give an identification number to health information if it is reasonably necessary for Council to carry out its functions effectively.

5.15 **Anonymity (HPP 13)**

5.15.1 Council will provide health services anonymously where it is lawful and practical.

5.16 **Transborder data flows and data flow to Commonwealth agencies (HPP 14)**

5.16.1 Council will only transfer personal information out of New South Wales if the requirements of HPP 14 are met.

5.17 **Linkage of health records (HPP 15)**

5.17.1 Council will only include health information in a system to link health records across more than one organisation if the individual to whom the health information relates expressly consents to the link.

6. PUBLIC REGISTERS (refer to Part 6, ss.57, 58 and 59 of the PPIP Act)

6.1 A public register generally confers specific rights, privileges, benefit, or status, which would not otherwise exist. It may be required to be made publicly available or open to public inspection, or Council may make it publicly available or open to public inspection whether or not payment is required.

6.2 Despite the exclusion of health information from the definition of personal information under s.4A of the PPIP Act, s.56A of the PPIP Act includes health information as personal information on public registers.

6.3 Section 57 of the PPIP Act requires very stringent controls over the disclosure of personal information contained in a public register. Where Council is responsible for keeping a public register, it must not disclose any personal information kept in that register unless it is satisfied that the information is to be kept for a purpose relating to the purpose of the register, or the Act under which the register is kept.

- 6.4 Section 57(2) of the PPIP Act provides that in order to ensure compliance with s.57(1), Council may require any person who applies to inspect personal information contained in the public register to give particulars in the form of a statutory declaration as to the proposed use of that information.
- 6.5 If the applicant's stated purpose does not conform with the purpose for which the public register is kept, access to the information will not be given by Council.
- 6.6 Council maintains the following rolls and registers which are publicly available under certain circumstances:
- **Rate and Charging Record** (s.602 *Local Government Act 1993*) – available for inspection, free of charge.
 - **Delegations Register** – available for inspection, free of charge.
 - **QPRC Land Register** (ss.53 and 54, *Local Government Act 1993*) - available for inspection, free of charge. Certified copy of classification of public land requires payment of the prescribed fee.
 - **Register of Disclosures of Interest** (s.450A *Local Government Act 1993*) - available for inspection, free of charge.
 - **Development Consent Register** (s.100 *Environmental Planning and Assessment Act*) - available for inspection, free of charge.
 - **Building Certificates Register** (s.149G *Environmental Planning and Assessment Act*) - copies of certificates only available with owners' consent; requires payment of the prescribed fee.
 - **Non-residential Roll and Roll of Occupiers and Ratepaying Lessees** - Council will make the latest copy of these rolls (once they are prepared) available for public inspection at any reasonable time during office hours at an office of the Council [refer s.302(2) of the *NSW Local Government Act 1993*].
- 6.7 Council maintains the following register which is not publicly available:
- **Companion Animals Register** (Companion Animals Act 1998) - Council will only allow access to this register by its staff or a police officer.

7. APPLICATIONS FOR SUPPRESSION IN RELATION TO A PUBLIC REGISTER

- 7.1 An application for suppression in relation to a public register will be dealt with under the PPIP Act, rather than s.739 of the *Local Government Act*.
- 7.2 A person whose personal information is contained, or proposed to be contained in a public register, may request Council under s.58 of the PPIP Act to have the information removed from, or not placed on, the register.
- 7.3 If Council is satisfied that the safety or wellbeing of any person would be affected by not suppressing the personal information as requested, Council will suppress the information in accordance with the request unless Council is of the opinion that the public interest in

maintaining public access to the information outweighs any individual interest in suppressing the information.

- 7.4 When in doubt, Council will act in favour of suppression.
- 7.5 Any information that is removed from, or not placed on that part of a public register to be made public, may be kept on the register for other purposes relating to Council's functions, but it cannot be disclosed to other parties.
- 7.6 An application for suppression of information should be made in writing to the General Manager, and must detail the reasons for the request. Council may require supporting documentation where appropriate.

8. INTERNAL REVIEW

- 8.1 Any person is entitled to obtain access to their personal information held by Council.
- 8.2 Where a person has requested their personal information, and is aggrieved by:
- (a) Council's refusal to allow access, or
 - (b) Council's conduct in the following circumstances:
 - (i) contravention of an IPP and/or HPP that applies to Council,
 - (ii) contravention of the Code,
 - (iii) disclosure of personal or health information kept on a public register, or
 - (c) Council's refusal to amend their personal information,
- they are entitled to apply for an internal review of the initial enquiry or complaint.
- 8.3 Council will follow the requirements in Part 5 of the PPIP Act when carrying out an internal review.
- 8.4 The application for review must be in writing, preferably on the form at **Schedule 1**, and addressed to the General Manager, Queanbeyan-Palerang Regional Council, PO Box 90, Queanbeyan NSW 2620.
- 8.5 The application must be lodged within six months from the time the applicant first became aware of the conduct (the subject of the application).
- 8.6 The application will be dealt with by Council's Privacy Management Officer who will forward a copy of the application to the Privacy Commissioner. The Commissioner will be informed of progress and the outcome of the review.
- 8.7 The Privacy Management Officer will consider any relevant material submitted by the applicant and/or the Information and Privacy Commissioner.
- 8.8 The review will be completed as soon as is reasonably practicable in the circumstances.
- 8.9 Following completion of the internal review, Council may do one or more of the following:
- (a) take no further action on the matter,

- (b) make a formal apology to the applicant,
 - (c) take appropriate remedial action,
 - (d) provide undertakings that the conduct will not recur,
 - (e) implement administrative measures to ensure that the conduct will not recur.
- 8.10 As soon as practicable, or within 14 days of the completion of the review, Council will notify the applicant in writing of:
- (a) the findings and the reasons for those findings,
 - (b) any proposed actions to be taken by Council, and
 - (c) the right of the applicant to have those findings and the Council's proposed action, reviewed by the NSW Civil and Administrative Tribunal.
- 8.11 If the review is not completed within 60 calendar days from receipt of the application, or if the applicant is not satisfied with the findings of the internal review conducted by Council, the applicant is entitled to make an application under s.55 of the PPIP Act to the NSW Civil and Administrative Tribunal for an administrative review of the conduct concerned.
- 8.12 The NSW Civil and Administrative Tribunal may be contacted by phone 1033 006 228 or by accessing their website at www.ncat.nsw.gov.au.
- 8.13 Council will record the requests for, and outcomes of, internal reviews for annual reporting purposes (Clause 10(3) of the *Annual Reports (Statutory Bodies) Regulation 2010*).

9. TRAINING AND EDUCATION

- 9.1 A copy of the QPRC Privacy Policy and Management Plan will be:
- (a) given to new employees during their induction,
 - (b) available to the public and current staff on Council's front counters, Intranet and website at www.qprc.nsw.gov.au,
 - (c) given to elected Councillors,
 - (d) given to third party contractors,
 - (e) given to Council's committee members.
- 9.2 Council's Privacy Management Officer will provide training and assistance to Councillors, staff, committee members and contractors in understanding the processes associated with the PPIP Act and the HRIP Act.
- 9.3 Council's Privacy Management Officer may be contacted by phone on (02) 6285 6000, or (02) 6238 8111 or by email on council@qprc.nsw.gov.au.
- 9.4 Further information may be obtained by contacting the NSW Information and Privacy Commission on phone 1800 472 679, by email ipcinfo@ipc.nsw.gov.au, or by accessing their website at ipc.nsw.gov.au.

10. REVIEW OF THE PRIVACY POLICY AND MANAGEMENT PLAN

10.1 This policy and management plan will be reviewed every two years.

10.2 This policy and management plan may be updated as necessary if:

- (a) legislation requires it, or
- (b) Council's functions, structure or activities change.

Schedule 1

S1.1 Privacy Complaint – Internal Review Application Form



Please complete this form to apply for a review of conduct under s.53 of the *Privacy and Personal Information Protection Act 1998* (PIIP Act) OR s.21 of the *Health Records and Information Privacy Act 2000* (HRIP Act).

If you need help in filling out this form, please contact the Privacy Management Officer on (02) 6285 6000 or visit our website at www.qprc.nsw.gov.au.

This is an application¹ for review of conduct under: (please select one)

- s.53 of the *Privacy and Personal Information Protection Act 1998* (PIIP Act)
- s.21 of the *Health Records and Information Privacy Act 2002* (HRIP Act)

1. **Surname:** **Title:** Mr/Ms

Other names:

Postal address: **Postcode:**

Daytime telephone: **Facsimile:**

Email:

I agree to receive correspondence at the above email address.

2. If the complaint is on behalf of someone else, please provide their details:

Surname: **Title:** Mr/Ms

Other names:

Postal address: **Postcode:**

Day-time telephone: **Facsimile:**

Email:

What is your relationship with this person? (e.g. parent)

Is the person capable of making the complaint by himself or herself?

Yes

No

Unsure

Please provide proof that they have the legal authority (i.e. guardianship or power of attorney) to deal with the matter

3. What is the specific conduct³ you are complaining about? *(see footnote for explanation of "conduct")*

4. Please tick which of the following describes your complaint: *(you may tick more than one option)*

- Collection of my personal or health information
- Security or storage of my personal or health information
- Refusal to let me access or find out about my own personal or health information
- Accuracy of my personal or health information
- Use of my personal or health information
- Disclosure of my personal or health information
- Other

5. When did the conduct occur (date)? *(please be as specific as you can)*

6. When did you first become aware of this conduct (date)?

7. You need to lodge this application within six months of the date at Q.5.

If more than six months has passed, you will need to request special permission to lodge a late application. Please explain why you have taken more than six months to make your complaint (e.g. I had other urgent priorities – list them, or while the conduct occurred more than six months ago, I only recently became aware of my privacy rights etc.):

8. What effect did the conduct have on you?

9. What effect might the conduct have on you in the future?

10. What would you like to see us do about the conduct? (e.g. an apology, a change in policies or practices to ensure that the conduct will not occur again, the payment of monetary compensation to the applicant etc.)
11. I understand that this form will be used by the agency to process my request for an internal review. I understand that details of my application will be referred to the Privacy Commissioner in accordance with: section 54(1) of the Privacy and Personal Information Protection Act; or section 21 of the Health Records and Information Privacy Act; and that the Privacy Commissioner will be kept advised of the progress of the internal review, and that the Privacy Commissioner may make submissions.

Applicants should also be advised that if the review is not completed within 60 days from the day on which the application was received, the applicant is entitled to a review by the NSW Civil and Administrative Tribunal (NCAT).

Applicant's signature:

Date:

Please post this form or lodge it at QPRC, PO Box 90, (256 Crawford St) Queanbeyan, NSW 2620, or 10 Majara St, Bungendore, NSW 2621, or 144 Wallace St, Braidwood NSW 2622.

You can email it to council@qprc.nsw.gov.au.

Our Privacy Policy is available by visiting Council's website at www.qprc.nsw.gov.au.

Please keep a copy for your records.

-
1. It is not a requirement under the PPIP Act or the HRIP Act that you complete an application form. This form is designed for your convenience only. However, you must make a written request in some form to the agency for the matter to be a valid internal review.
2. The PPIP Act regulates NSW state government departments, area health services, most other state government bodies, and NSW local councils. Each of these is defined as a "public sector agency". The HRIP Act regulates private and public sector agencies and private sector persons.
3. "Conduct" can include an action, a decision, or even inaction by the agency. For example the "conduct" in your case might be a *decision* to refuse you access to your personal information, or the *action* of disclosing your personal information to another person, or the *inaction* of a failure to protect your personal information from being inappropriately accessed by someone else.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.19 LES REARDON RESERVE S.355 COMMITTEE MINUTES

ATTACHMENT 1 MINUTES OF THE LES REARDON RESERVE S.355
COMMITTEE MEETING HELD ON 21 NOVEMBER 2016

LES REARDON RESERVE – SECTION 355 COMMITTEE MEETING

MINUTES

General Meeting 21 November 2016

Meeting commenced 7.45 pm

Attendees: Ann Sloane, Pete Harrison, Hans Bachor, Kerry Cox, Toni Parkes

Apologies: Anne Goonan, Jan Creswell, Peter McCullagh

Confirmation of Minutes of 19 September 2016

The minutes of the previous meeting held on 19 September 2016 were accepted.

Moved: Hans

Seconded: Ann

Grant Update

It was discussed that we should have information on hand ready to submit for any further funding.

Action: Committee to consider any projects for funding.

Playground

No report

Electricity Usage

Hans measured the current of the items at the hall and they exceed the supply. Hans has labelled power points on circuits. Old fridge is working fine the new fridge is to be removed as it requires a new power cable.

Action: New fridge to be removed. Close

Additional Signatory with Bendigo Bank

Toni has completed paperwork but she is still unable to access online banking

Action: Ann to follow up with Bendigo Bank

Hiring Policy

Toni has a comprehensive draft hiring policy ready to send out for comment.

Action: Toni to send draft hiring policy to committee

Greenway erosion causing water flow through south west gate

Action: Pete Harrison to discuss with Greenways committee diversion of water through existing pipe and thus flow to dam.

Pipe at entrance to Reserve from Birriwa road is mal aligned

Action: Anne Goonan has contacted Council to see if it can be repaired.

Playground grant application QPRC

The QPRC has announced the availability of a one-off grant for funding new capital items. Pete Harrison gave further information about the grant emphasising that it is likely to be oversubscribed and there was a need for discrete projects. The committee agreed to submit an application for stage 2 of the Playground facilities relating to safer access including steps, path and concrete surrounds.

Grant of \$26365 is conditional on the provision of quotes.

Gaps and bats

Jan installed more draft stopper tape.

Close

Flagpole

The flagpole will need to be removed for the playground.

Action: Anne Goonan to contact Merle re giving the flagpole to the Bungendore Scouts.

Treasurer's Report

End of Financial Year report was sent to QPRC

Gas

We have received a double invoice and ELGAS have removed a bottle.

Action: Jan is following this up with ELGAS

Enquiry re regular monthly booking

Toni received an enquiry for regular monthly morning booking. Toni provided price and is waiting for a response from the enquirer.

Light Fitting repair

The light fitting in the North East corner is faulty and requires an electrician to repair it.

Next Meeting

30 January 2017

Meeting closed at 8.16pm

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.19 LES REARDON RESERVE S.355 COMMITTEE MINUTES

ATTACHMENT 2 LES REARDON RESERVE S.355 COMMITTEE
TREASURER'S REPORT

Financial Statement Meeting 21st November 2016

Date	Credit	Debit	Details	Balance
			Opening Balance	\$5,040.62
1/09/2016	\$3.03		Interest	\$5,043.65
16/09/2016	\$22.00		WWoW Hire	\$5,065.65
22/09/2016	\$800.00		BCA Inc. Donation M. Plan	\$5,865.65
1/10/2016	\$3.04		Interest	\$5,868.69
13/10/2016		\$130.98	QPRC Elec.	\$5,737.71
19/10/2016	\$455.00		J. Fernance Hire	\$6,192.71
19/10/2016	\$22.00		J & P Shearm Hire	\$6,214.71
21/10/2016		\$2,500.00	Fresh Landscapes	\$3,714.71
25/10/2016		\$98.88	Flick w'room serv.	\$3,615.83
25/10/2016		\$252.89	Ann Sloane repay for urn	\$252.89
1/11/2016	\$2.98		Interest	\$3,365.92
3/11/2016		\$330.00	ACT Septic Serv.	\$3,035.92
3/11/2016		\$150.00	Hans Bachor for globes	\$2,885.92
4/11/2016	\$780.00		GGPC Annual Fees	\$3,665.92
5/11/2016	\$800.00		Donation to M. Plan	\$4,465.92
7/11/2016	\$25.00		JP Favre Hire	\$4,490.92
			Closing Balance	\$4,490.92

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 8.20 ROYALLA COMMON S.355 COMMITTEE MINUTES

ATTACHMENT 1 MINUTES OF THE ROYALLA COMMON S.355 COMMITTEE
MEETING HELD ON 23 JANUARY 2017

ROYALLA Common s.355 Committee

Minutes of Meeting 53

Monday 23 Jan 2017, Cathy and David's home, 410 Royalla Drive, Royalla.

Meeting Start: 1912

1. **Attendees:** Helen Alexander, Paul Bombardier, Cathy Rossiter, Dave Rossiter, , Michael Kitchen., Maryke Booth.
2. **Apologies:** Brendan Robinson, Steve Wilson.
3. **Confirmation of Minutes;** The minutes of the 52nd Meeting held 7 Dec 16. were confirmed. Moved: Helen Alexander, Seconded: Dave Rossiter.
4. **Correspondence;** The list of correspondence for the month was circulated and is attached is attached.
5. **Chair Report;** The Chair Paul Bombardier reported:

Chair Activities Dec 2016 Jan 2017 reported to meeting.

" Other than the installation of the final timber post for the verandah there was no building work on the hall. The next phase of the work will be the under eaves treatment, wall cladding and the installation of exterior doors and locks . At this point the building will be at lock up and the work can move to internal finishing and fit out. Another successful Working Bee was held on 21 January with a turnout of 15 community workers. Path cleaning , racking and a general clean up of the Elm Grove was carried out. Weed spraying and removal took place in the car park, ruin and around the hall. The internal fence on the Whisperer Creek side of the Common was removed and the entry Gates and fence along Royalla Drive were cleared long grass and weeds. Morning tea midway through the work gave all a chance to catch up and chat.

I received and passed on to QPRC for their action the following quotes for the Elm Grove tree surgery work:

lump sum quotes - Eco Trees \$4,100,Gold Leaf Tree Services \$19,410 and day rate quotes - Tree Works \$3,500 per day, Canopy Tree Experts \$5,000 per day

As Chair I attended the following:

Meeting with Cathy and Dave to review hall planning

Meeting with Dave and Brendan to review hall construction

Site meetings with tree surgeons

Working Bee at Common

As this is the first report for 2017 I wish all good things for the New Year and look forward to working with all and the progress at the Common. "

6. **Treasurers Report.** Steve Wilson advised by phone that, at the date of the meeting there was \$17527.47 in the bank. A copy of the bank statement is attached.

The Treasurers Report was accepted. Moved: Michael Kitchen
Seconded: Maryke Booth.

The committee thanked Bob Alexander for his efforts in arranging the acquisition of a pre loved container and its delivery to the Common. The Committee further approved the expenditure of \$222, to be reimbursed to Bob.

Moved; Paul Bombardier, Seconded; Maryke Booth.

7. **General Business.**

a. **Progress on the Hall.**

1) Footings for the Veranda posts have been completed, other than one that is yet to be finished.

2) Eves are proceeding with Paul Toms expected to complete the timber framing in the next two weeks, Gel plumbing will clad the eves with mini orb.

3) Cladding Gel plumbing are expected to to commence cladding of the walls in the middle of February.

4) Doors and Door furniture to be ordered by QPRC. Dave to provide a recommendation to QPRC the first week of February,

Action: Dave

5) Electrical Grid Connection: Gasniers Electrical quoted to install the electrical connection, including a 63KVA transformer and under bore Royalla Drive. was accepted by QPRC. Gasniers are working on the design requirements which will need to be approved by Essential Energy.

Action; Dave

6). Building Electrical: Previous interest from Brindabella Electrical in regard to supply of materiel and hall electrical fitout is being followed up by Brendan.

Action: Brendan

7) Plumbing. Gel plumbing are to be asked to prepare a rough-out of the plumbing for the Hall and proceed with the septic tank installation.

Action: Dave

8). Water Tank/s: One steel/metal water tank of 40,000ltrs is to be installed. The committee has received prices for a cement water tank/s from ACT Concrete Water Tanks Pty Ltd. David has firm quotes for metal tanks from two known suppliers, and will forward a recommendation to QPRC for contract. The tank will be forest grey. 4 to 6 weeks delivery is expected. The committee will need to organize base crusher dust and 10,000 litres of water.

Action: Paul

9). Quotes are yet obtained for the external stone work, Paul has provided 2 names of stone masons and has asked Trevor to provide an additional name.

Action Paul and Dave

10) Acoustic Ceiling: Dave is to check with Stramitt in regard to the acoustic ceiling for the meeting hall, as more information is required.

Action: Dave

11). Building Fit out Manager. After a lot of discussion, the committee agreed that a builder may be required to manage and organize the fit out of the building. It was agreed that Paul and Dave would prepare a list of what is required and discuss with Brendan.

Action: Paul and Dave

12). Rough Lay-Out Plan of hall kitchen Cathy and Helen are working on rough-layout 'plan out' of the hall kitchen early in the new year. Kitchen will need to go to quotes and need to involve M&M Kitchens who have done an initial rough sketch. M&M Kitchens work is free of charge.

Action: Helen and Cathy

b. Grants.

1). QPRC has requested more information in regard to the community grant *already approved*. Cathy is to discuss with Debbie Ferguson QPRC to clarify the position

Action: Cathy

2). Clubs NSW have a 'ClubGrants' system in which they provide grants to community organisations for a range of projects. Any request needs to be placed in April 2017. Cathy will investigate further.

Action: Cathy.

3). To date grants received and income 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.

Helen advised that Steve Darcy has updated the Website and it is greatly improved. The committee expresses its thanks to Steve. Helen and Paul to meet with Steve to discuss further changes.

Action: Helen and Paul

d. Donations.

Helen took details of the time committee members had donated over the last month for the Assets record and passed to Steve. Steve has a record of items donated.

Action: Ongoing

e. Art Work

Sally, Linton and Sam Wilson are preparing a sketch/design for the pallet wall in the hall.

Action: Paul

f. Events.

1). The first working bee for 2017 was held on the 21st of January at the Common with 15 volunteers enjoying the day.

2). QPRC will require an update of our planned fees for use of the common soon. Paul requested that all committee members look at the current fees (since circulated) and provide any comments or thoughts to Paul.

Action: Committee

3) the committee agreed that a morning tea should be held on the 11th of February as thanks for all those who have helped at the working bees in the past.

Action: Helen

Bookings:

5 March 2017, from Clean Up Australia

14. Funding Priorities.

Funds allocated to date:

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

\$200. Incidentals and meals during construction.

15. Country Fair report

There was no report, however the Royalla Country Fair is still planned to be on the 19 March 2017.

16. Any Other Business.

a. QPRC Maintenance Responsibilities.

1). Mowing. The Chair has asked QPRC to advise if the mowing of the Common can be included on the mowing schedule.

Action Paul

2). Tree Surgery. Quotes for tree surgery have been forwarded to QPRC be for action.

Action Paul

3). Weed Spraying. Brendan has a Chem Certificate, and is available late Feb to do spraying. Paul is checking the availability of the equipment from QPRC.

Action Paul

b). Green Army. Maryke briefed the committee on the activities of the "Green Army", in particular, erosion control around Whisperer Creek. Maryke expects that more work will be done for 2 or 3 days this week. The committee expressed thanks for all the work the Green Army has done at the Common

c. Future of the Common. The Chair requested that all committee members look at the draft plan for the common to see if there could be modifications or deletions; Suggestions include a small community facility, and community gardens.

Action Ongoing

11. Next Meeting: the next meeting will be on the 6th of March, 7: pm at Brendan Robinsons home, 70 Thoroughbred Drive.

12.Meeting Closure: 9.58 pm.

23/01/2017

Bendigo e-banking

Bendigo e-banking

Account History - Results

Account: 150976819 - Statement Account		Sorted: <input type="button" value="Most Recent First"/>		
Period: All days this month		Current Balance:	\$16,927.47	
		Available Balance:	\$16,927.47	
Date	Description	Withdrawals	Deposits	Balance
01-Jan-2017	TRANSACTION FEES CHARGED; TRANSACTION FEES CHARGED 12/16	\$0.00		\$16,927.47
01-Dec-2016	0113248172VICTORIA G; PAY ANYONE; CBA00739650 ROYALLA RESERVE MA	\$600.00		\$16,927.47
01-Dec-2016	TRANSACTION FEES CHARGED; TRANSACTION FEES CHARGED 11/16	\$0.00		\$17,527.47

Disclosure documents | Privacy Policy
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Royalla s355 Committee Correspondence**Dec/Jan 2016/17**

SENT

NO	DATE	FROM	TO	SUBJECT	REMARKS
1	12 Dec 16	Chair	QPRC Geyer	Royalla Common Maint/Mowing	
2	12 Dec 16	Chair	QPRC Sean Kaden	Elm Grove Tree Trimming	
3	14 Dec 16	Secretary	QPRC	S355 Minutes	
4	17 Dec 16	D/Chair/Events	Royalla email list	Holiday Season	
5	19 Dec 16	Chair	AAA Tree Surgery	Elm Grove Tree Trimming	
6	13 Jan 17	Chair	QPRC Sean Kaden	Elm Grove Tree Trimming	
7	13 Jan 17	Treasurer	QPRC Kerrie Webb	GST s 355 Committee	
8	16 Jan 17	Chair	QPRC Tim Geyer	QPRC Assistance	
9	16 Jan 17	Chair	QPRC Jason Robinson	Royalla Common Maint/Mowing	
10	16 Jan 17	Chair	QPRC Tim Overall	Royalla Common	
11	16 Jan 17	Chair	QPCR Sean Kaden	Chem Spraying	8
12	16 Jan 17	Chair	ACT Tanks	Water Tank	
13	17 Jan 17	Chair	QPRC Rod Stewart	Common Financial Position	
14	17 Jan 17	Chair	QPRC Trevor Hicks	Next Committee Meeting, Stone Mason	

RECEIVED

NO	DATE	FROM	TO	SUBJECT	REMARKS
1	14 Dec 16	QPRC	Secretary	S355 Minutes	
2	19 Dec 16	Tree Works	Chair	Elm Grove Tree Trimming	
3	19 Dec 16	Gold Leaf	Chair	Elm Grove Tree Trimming	
4	19 Dec 16	ECO Trees	Chair	Water Tanks Elm Grove Tree Trimming	
5	19 Dec 16	Iris Walker	D/Chair	Holiday Season	
6	20 Dec 16	AAA Trees Surgery	Chair	Elm Grove Tree Trimming	
7	18 Jan 17	QPRC Rod Stewart	Chair	Hall Financial Position	

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 9.2 Q-ONE EASTERN POOLS - SEASON SUMMARY

ATTACHMENT 1 PIERRE DRAGH ENGINEERS REPORT - BRAIDWOOD

Pierre Dragh
Consulting Engineers Pty Ltd
PO Box 336
Hall ACT 2618
F: (02) 6230 9695
M: 0438 625 440
E: pdragh@bigpond.com

Wednesday, 22 February 2017
Att Brenton Zubrinich
QPRC
Queanbeyan, NSW

**Inspection of leaking council pool,
Braidwood, NSW.**

1. Introduction:

At the request of Brenton Zubrinich from QPRC an inspection of the above pool was carried out on the 24th of January 2017, the pool was losing water at a high rate.

QPRC has been monitoring the rate of loss which I was told was about 1000 l/h

Adept Pool service had previously done a report on the 1st of December 2016

2. Objective:

The objective of the inspection was to view the source of the leaks and come up with a rectification method.

Or worst case scenario replacement of the pool.

3. Inspection:

At the time of the inspection the pool was open to the public, so no pictures of the pool were taken, but an extensive visual inspection was carried out on all aspects of the pool and pump room.

Picture 1 shows the automatic top up service, which now has been adjusted and I have been informed that the water loss has decreased, but there is still a substantial loss of water occurring daily.

The pump room floor was covered in water (Picture 2) coming from a source behind the room where all the pipes run to the pool (Picture 3), this picture also shows the cast iron pipes, which have severely deteriorated.

The amount of water running through the pump room is substantial and the environment behind the pump room appears unhygienic.



(Picture 1)



(Picture 2)





(Picture 3)

4. Comment to Findings:

The leak in the pool is severe and some water is lost through corroded cast iron pipes, these will be near impossible to replace without major works

As this is an old cast concrete pool from around 1968, it would have been poured in sections, with mastic to seal the articulation joints; again this mastic has failed and would require substantial work to reseal.

There are many fractured tiles and this has occurred due to cracking and movement in the pool shell, which will also require specialised trades to fix, maybe even underpinning in some areas.

As shown (Picture 4) the grass downhill from the pool is very lush, due to the amount of water in the ground.

The pump system seems to be in adequate condition inside the pump room (observation only)

Same comments can be used for the smaller kids pool.



(Picture 4)

5. Recommendation:

In evidence of the reported findings I would recommend the following course of action to be taken:

In my opinion getting quotes to repair the pool would be near impossible as some deteriorated aspects of the pool cannot be fixed without part demolition of the pool.

One option would be to use the existing shell and concrete spray a new pool shell inside it (with reinforcement), making it approx. 300mm smaller all the way around and installing new plumbing.

Second option would be to completely demolish the existing pool and construct a new pool.

Quotes to repair the pool would probably be very similar to quotes for a new improved pool, also there would be no guaranties with repair, as this is a very old structure and cracks can always appear again and I believe that the reinforcement in the shell has also corroded.

A new pool would come with a structural guarantee from the builder and would not require any maintenance for many years.

A handwritten signature in blue ink, consisting of a stylized 'P' and 'D'.

Should you have any questions, please contact on the above numbers or email.



Pierre Dragh
MIE Aust 1158352
RPEQ: 5882



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

26 APRIL 2017

ITEM 9.2 Q-ONE EASTERN POOLS - SEASON SUMMARY

ATTACHMENT 2 PIERRE DRAGH ENGINEERS REPORT - CAPTAINS FLAT

Pierre Dragh
Consulting Engineers Pty Ltd
PO Box 336
Hall ACT 2618
F: (02) 6230 9695
M: 0438 625 440
E: pdragh@bigpond.com

Monday, 27 February 2017
Att Brenton Zubrinich
QPRC
Queanbeyan, NSW

**Inspection of leaking council pool,
Captains Flat, NSW.**

1. Introduction:

At the request of Brenton Zubrinich from QPRC an inspection of the above pool was carried out on the 23rd of February 2017, the pool was losing water at a high rate.

QPRC has been monitoring the rate of loss which I was told was about 10000 l/day

Adept Pool service had previously done a report on the 24th of February 2016

The pool was constructed between 1950 and 1960, no structural plans exist.

The main pool is approximately 22 m by 9 m and depth ranging from 1.2 m to 2.4 m.

2. Objective:

The objective of the inspection was to view the source of the leaks and come up with a rectification method.

Or worst case scenario replacement of the pool.

3. Inspection:

At the time of the inspection the pool was closed to the public and an extensive visual inspection was carried out on all aspects of the pool and pump room.

Picture 1 main pool, Picture 2 kids pool and Picture 3 filters.





(Picture 1)



(Picture 2)



(Picture 3)

A handwritten signature in blue ink, located in the bottom right corner of the page.

The pool was surrounded by a concrete path and there were 3 separate locations for balance tank, pumps and filters.

4. Comment to Findings:

The leaks in the pool are severe but repairable as these leaks are mainly in the joints.

The balance tank is undersized and should be approx. 5% of the volume of water and from the Adept report is also leaks.

The filters are also undersized as they should be able to filter the full volume in 90 minutes.

The distance between pumps and filters also create problems with leaks.

From the report from Adept Pool Service, some of the plumbing leaks but the main loss is from the skimmer gutter, when the pool is over filled (far corner), Picture 4



Picture 4

5. Recommendation:

In evidence of the reported findings I would recommend the following course of action to be taken:

Pool should be emptied and all joints should be cleaned out and a new approved mastic should be applied, additional cracks if found should also be filled with an approved mastic and a new epoxy paint should be applied, approx. cost for this would be in the region of \$300.000. This should be done by a person that understands pools, not a trade person that does waterproofing.

Also for the pool to perform with relevant standards, the plumbing and equipment should be relocated(pumps and filters in same room) and upgraded or redone, this would cost in the region of \$500.000

I would also recommend a 20 mm gap between the pool shell and the path be cut into the path to allow the pool to move, this joint should again be mastic filled.

Should you have any questions, please contact on the above numbers or email.

Also please contact Brian Barnier 0428 627 183 licensed pool builder, if you require any firm quotes.



Pierre Dragh
MIE Aust 1158352
RPEQ: 5882

