



# **Ordinary Meeting of Council**

**28 November 2018**

**UNDER SEPARATE COVER  
ATTACHMENTS**

**ITEMS 12.15 TO 12.20**



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

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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

28 NOVEMBER 2018

ITEM 12.15      2017-18 ANNUAL REPORT

ATTACHMENT 1    ANNUAL REPORT 2017-18



# 2017-18 Annual Report

## Annual Report 2017-18

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## Annual Report 2017-18

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## Annual Report 2017-18

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### Message from the Mayor and CEO

Welcome to Queanbeyan-Palerang Regional Council's Annual Report for the 2017-18 financial year. This year has been a busy, rewarding and challenging one for QPRC as we continue to develop as an organisation following the merger of Queanbeyan and Palerang councils in May 2016.

QPRC's first elected Council was announced in September 2017 with a mix of councillors from the two former councils and some fresh faces. Following the election, Council has continued to put an emphasis on engaging with the community, whether through the formal exhibition of strategies and plans, regular community forums in the main towns, live streaming Council meetings, or the more informal meet and greets across the community; as well as facilitating significant events in the three main towns.

We adopted the Community Strategic Plan in late 2017 and used the community's input and thoughts to shape our Delivery Program for 2018-21. The Community Strategic Plan and Delivery Program were both developed following extensive community engagement and have provided Council with a clear path to focus on over the next three years. Aside from the essentials of roads, waste, water and sewer, Council will be investing in our town centres to drive economic growth and sporting facilities to support recreational and health activities.

We have been very fortunate over the past 18 months to receive a substantial amount of grant funding from the Federal and State Governments to allow us to progress some exciting infrastructure projects. Of significant note is the \$70m Monaro Roads Package which will see Nerriga Rd fully sealed, the duplication of Old Cooma Rd to Googong and the construction of a roundabout in Bungendore. Together with this funding, Council has progressed a number of recreational and community facility projects that were funded under the NSW Government's \$9m Stronger Communities Fund which was provided to all merged councils.

Internally, Council has focused on the mammoth task of bringing the two former organisations together. This hasn't been an easy task and has required the juggling of resources to ensure our normal business practices can continue. The organisation is nearing the end of implementing a new technology platform, with a fully integrated system to be delivered in 2019.



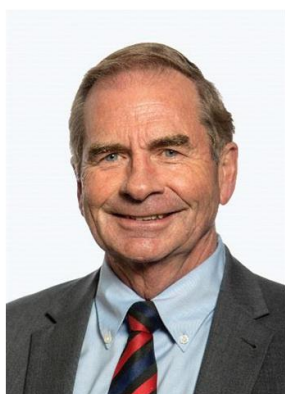
## Annual Report 2017-18

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Some of the highlights of the 2017-18 financial year include:

- Completion of the wet play area at the Queanbeyan Aquatic Centre
- Progression of town centre improvements in Braidwood and Bungendore
- Upgrade of Queanbeyan Park playground
- Development of new dog park at Googong
- Commencement of construction on the Ellerton Drive extension
- Delivery of a number of local and regional community events, including Symphony by the River at Queen Elizabeth II Park, Community Christmas Parties, Australia Day, Multicultural Festival, Christmas in July and more.
- Installation of new lights at Seiffert Oval and Margaret Donoghue Oval in Queanbeyan and the Braidwood Recreation Ground
- Significant progress on the replacement of Back Creek Bridge
- Adoption of a number of key strategies, including the Community Strategic Plan Strategic Sports Facilities Plan, Tourism Plan, Digital Economy and Smart Community Strategy, and Events Strategy.
- Consideration and approval of a number of significant development applications, including a cinema in Queanbeyan, alterations to the Royal Hotel, Queanbeyan, and a new childcare centre in Bungendore for example.

Our audited Financial Statements for 2017-18 show that Council is performing satisfactorily against the financial benchmarks set by the NSW Government. And it's important to recognise and thank our staff for their commitment to continue to deliver high quality services and assets for the community.



**QPRC Mayor**  
**Cr Tim Overall**









**QPRC CEO**  
**Mr Peter Tegart**

## Annual Report 2017-18

### Queanbeyan-Palerang – who are we?

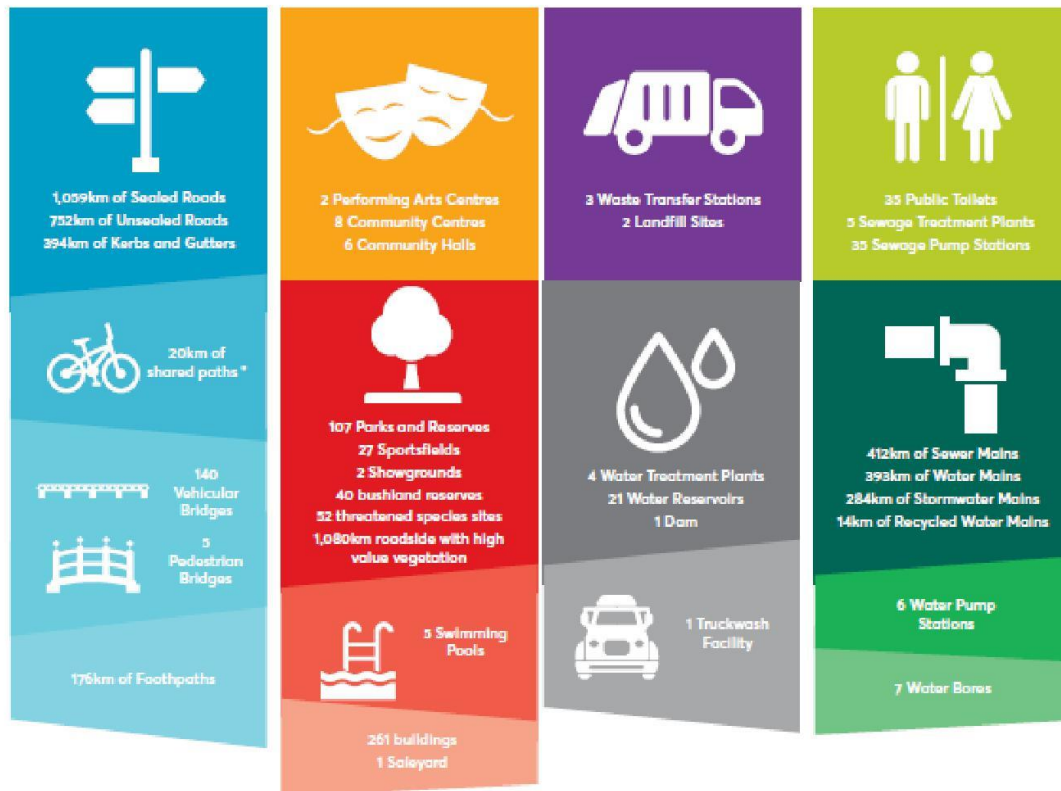
Queanbeyan-Palerang is located in south-eastern NSW and lies adjacent to the Australian Capital Territory (ACT). The local government area stretches to the bottom of the Clyde Mountain in the east, the Shoalhaven River in the north-east, Collector in the north and borders Snowy Monaro Council in the south. The Council came about after a merger in 2016 of the former Queanbeyan City and Palerang councils. QPRC's population for 2017 was 58,771 and is expected to grow to more than 79,000 by 2036.

		
<p><b>WORK STATUS</b></p>	<p><b>INCOME</b></p>	<p><b>POPULATION</b></p>
<p>Unemployment rate of <b>4.0%</b> compared to Regional NSW rate of 5%.</p> <p><b>65.1%</b> of the working population travels outside the LGA to work</p>	<p><b>25%</b> of the population earned a high income (\$1,500 or more per week) compared to 12.2% of Regional NSW population</p>	<p>Now <b>58,771</b>, increasing to <b>79,756</b> by 2036. <b>35.51%</b> increase.</p> <p>Between now and 2036:</p> <ul style="list-style-type: none"> <li>• <b>12.7%</b> increase of population under working age</li> <li>• <b>50.2%</b> increase in retirement age population</li> </ul>
		
<p><b>ETHNICITY</b></p>	<p><b>ECONOMY</b></p>	<p><b>HOUSING</b></p>
<p><b>11%</b> of residents came from countries where English was not the first language</p> <p><b>9,645</b> residents living in our region were born overseas</p> <p><b>12%</b> of residents speak a language other than English at home</p>	<p>Gross Regional Product - <b>\$2.36b</b>, up from \$1.9b in 2009</p> <p><b>16,840</b> local jobs</p> <p><b>4,593</b> local businesses</p> <p><b>32,543</b> employed residents</p> <p>Tourism and hospitality sales for 2015-16 were <b>\$113.8m</b></p>	<p>By 2026, Queanbeyan-Palerang will have additional <b>3,646 dwellings</b></p> <p>The average household size is expected to fall from <b>2.54</b> to <b>2.51</b> by 2036</p> <p>Median house valuation is <b>\$594,833</b> - \$119,173 lower than median house value for NSW</p>

## Annual Report 2017-18

### QPRC Assets

Queanbeyan-Palerang Regional Council has a total asset base of \$1.7 billion. The majority of Council's assets are either road, water or sewer assets, with significant investment made in those categories to ensure assets are maintained and renewed.



## Annual Report 2017-18

### Your elected representatives

Elections for all merged councils were held in September 2017. The Queanbeyan-Palerang community elected 11 councillors. At an Extraordinary Meeting on 20 September 2017, councillors elected Cr Tim Overall as Mayor for a two-year term and Cr Trevor Hicks as Deputy Mayor for a one-year term.



Cr Tim Overall  
Mayor



Cr Trevor Hicks  
Deputy Mayor



Cr Michele Biscotti



Cr Peter Bray AM



Cr Brian Brown



Cr Radmila Noveska



Cr Mark Schweikert



Cr Trudy Taylor



Cr Pete Harrison



Cr Peter Marshall



Cr Kenrick Winchester

## Annual Report 2017-18

### Our organisation

Queanbeyan-Palerang Regional Council is one of the largest employers in the area, with more than 500 staff members working across a range of services. QPRC's audited Financial Statements show that as at 30 June 2018, 455 full time equivalent staff members (including vacancies) were employed by Council. The organisation structure endorsed by Council with the Operational Plan in June 2018, is illustrated below.



## Annual Report 2017-18

### Our Strategic Pillars

As an interim measure until Queanbeyan-Palerang Regional Council's Community Strategic Plan was adopted, a set of Strategic Directions for the organisation were developed in 2016-17. These five Strategic Directions were based on those of the previous councils and formed the basis of the 2017-18 Operational Plan

Over the coming pages, the projects and measures aligned to each of the five Strategic Pillars are shown with commentary and progress status

<b>COMMUNITY</b>	
<b>A vibrant and active QUEANBEYAN-PALERANG</b>	<b>A safe harmonious, happy and healthy community leading fulfilled lives</b>
<b>CHOICE</b>	
<b>A prosperous QUEANBEYAN-PALERANG</b>	<b>A diverse, resilient and smart economy that creates choice and job opportunities</b>
<b>CHARACTER</b>	
<b>A sustainably managed QUEANBEYAN-PALERANG</b>	<b>A clean, green community that cherishes its natural and physical character</b>
<b>CONNECTION</b>	
<b>A connected QUEANBEYAN-PALERANG</b>	<b>A well connected community with quality infrastructure which enhances our lifestyle</b>
<b>CAPABILITY</b>	
<b>A well governed QUEANBEYAN-PALERANG</b>	<b>A capable organisation that leads a community which is engaged and participative</b>

## Annual Report 2017-18

# Community

*A safe harmonious, happy and healthy community  
leading fulfilled lives*



### Strategic Pillar 1, Community – Key Strategies

- 1.1 Local recreational and sporting facilities reflect the needs and interests of the community
- 1.2 Build on and strengthen community, cultural life and heritage
- 1.3 Strengthen partnerships between Council, ACT Government, Commonwealth, State Agencies and community groups
- 1.4 Residents have access to education, training opportunities and health services
- 1.5 Maintain long term planning approach that caters for diversity and choice in lifestyles



## Annual Report 2017-18

### 2017-18 financial result

Strategic Pillar 1, Community is made up of four services, Culture, Community, Education and Recreation.

Service	Total Expenditure \$,000	Total Income \$,000	Budget Result (Net Service Cost) \$,000	Rates Funding Required \$,000
S01 - Culture	3,754	(1,800)	2,677	2,665
S02 - Community	3,174	(1,567)	1,107	1,107
S03 - Education	2,594	(442)	2,562	2,359
S04 - Recreation	2,717	(2,237)	1,246	1,172

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 1, Community can be found at Appendix 1

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.1 Stronger Communities \$9m – Wet play area Queanbeyan Aquatic	Completed	100	The project was completed and opened to the public on 20 January 2018.	Recreation and Culture




1.1.1.5 Stronger Communities \$9m - Dog Park Googong	Completed	100	Project completed 30 November 2017	Urban Landscapes
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## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.6 Stronger Communities \$9m – Refurbish netball courts Karabar	In Progress	85	New fencing, painting and concrete work complete. Currently designing wheelchair facilities.	Urban Landscapes
1.1.1.10 Stronger Communities \$9m – Queanbeyan Park central playground	Completed	100	Works complete, playground being used, positive community feedback	Urban Landscapes
1.1.2.1 Reconciliation Walk	Completed	100	Successful event held with over 2500 participants 29 May 2018.	Community and Education
1.1.2.1 Season shows – The Q	In Progress	79	The Q 2017 season concluded, and the 2018 season will launch in December.	Recreation and Culture
1.1.2.3 Braidwood Archaeological Study	In Progress	72	Work on this project included the development of a project plan, the formation of an internal committee, the procurement of a consultant commenced, refinement of project method and plan. Discussions have concluded with the NSW Heritage Branch on the best way to proceed and an amended project brief has been awarded and work has commenced.	Land-use Planning
1.1.2.6 Multicultural Festival	Completed	100	The Multicultural Festival successfully took place on 4 March 2018	Recreation and Culture



1.1.2.8 Music By the River	Completed	100	The Music by the River Event successfully took place on 3 March 2018	Recreation and Culture
1.1.2.9 Christmas in July	Completed	100	This event was completed and delivered to the community.	Recreation and Culture

## Annual Report 2017-18



### Strategic Pillar 2, Choice – Key Strategies

- 2.1 Continuous progress towards delivery of local economic development including local employment and training opportunities
- 2.2 Encourage local business and industry leadership
- 2.3 The on-going revitalisation of the Queanbeyan CBD, suburban and rural town centres
- 2.4 Creating business opportunities for youth and seniors
- 2.5 Improve presentation of town centres and entrances.

## Annual Report 2017-18

### 2017-18 financial result

Strategic Pillar 2, Choice is made up of two services, Business and Health.

Service	Total Expenditure \$,000	Total Income \$,000	Budget Result (Net Service Cost) \$,000	Rates Funding Required \$,000
S11 - Business	1,259	(484)	1,024	984
S12 - Health	753	(631)	238	225

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 2, Choice can be found at Appendix 1

Action	Status	% complete	Progress comments	Responsible branch
2.1.1.1 Retail Strategy	In Progress	75	A first draft has been received. Expect completion by the end of 2018	Business and Innovation
2.1.1.3 Economic Development Strategy	In Progress	95	Regional Economic Development Strategy (REDS) community consultations complete. A Draft has been received and is currently being reviewed. Expect completion by the end of November 2018	Business and Innovation
2.1.1.4 QPop and Markets	Ongoing	100	The markets are up and running every Thursday in Crawford St.	Business and Innovation
2.1.2.2 Bungendore and Braidwood Connect	Ongoing	100	Both are ongoing each month. Queanbeyan Connect commenced in March 2018 and is now ongoing on the second Wednesday of each month	Business and Innovation
2.1.3.1 CBD Master Planning	In Progress	25	CBD Community Values work complete. Procurement complete and Hames Sharley appointed to complete the project. A gap analysis has been complete. Expect completion at the end of 2018.	Business and Innovation
2.1.3.1 Smart Cities Digital Plan	Completed	100	Smart Community and Digital Economy Plan was endorsed at 25 October Council meeting and uploaded to QPRC website	Transport and Facilities
2.1.3.1 Stronger Communities \$9m – Town centre improvements Bungendore	In Progress	95	Trees planted, gardens refurbished and paths underway. Furniture installed, just awaiting art work for wayfinding signage	Urban Landscapes



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Action	Status	% complete	Progress comments	Responsible branch
2.1.3.3 Stronger Communities \$9m – Streetscape improvements, commercial	Completed	100	Funding complements grant received from NSW Government for works around Karabar commercial area, landscaping works largely complete, awaiting the installation of a light and bollards. Works complete	Urban Landscapes
2.1.5.1 CBD Christmas Decorations	Completed	100	<p>Ongoing Christmas decoration activities covered for 2017-18 include:</p> <ul style="list-style-type: none"> <li>Queanbeyan – Monaro St median sails and pole units; Decorated tree in Queen Elizabeth II Park</li> <li>Bungendore – a community-based project with the Lake George Men's Shed – ply wood cut out Christmas trees in three different sizes that were painted background colours of red &amp; green. Community groups schools etc then decorated the trees (120) with QPRC staff then installing them in and around the village.</li> <li>Braidwood – New festoon lights for the traditional Christmas tree in Ryrie Park.</li> <li>For 2018-19 – plans to introduce a similar community project as was trialled in Bungendore with the ply wood trees to Queanbeyan and Braidwood, working with the Men's Shed and community groups. For Queanbeyan, the current pole units and tree decorations will be renewed and a possible new tree similar to the Queanbeyan model will be purchased for Bungendore, budget permitting</li> </ul>	Business and Innovation
				
2.1.5.2 Stronger communities \$9m - Town centre improvements Braidwood	In Progress	24	Community engagement substantially complete, Council workshop 7 February 2018. Design and consultation complete, new bins and BBQ ordered, seats being refurbished	Urban Landscapes

## Annual Report 2017-18

# Character



### Strategic Pillar 3, Character – Key Strategies

- 3.1 Consider the environmental impacts of future planning
- 3.2 Promote and implement resource and energy conservation and good environmental practice
- 3.3 Establish environmental education programs for community and staff
- 3.4 Provide strategic land supply for residential and economic activities

## Annual Report 2017-18

### 2017-18 financial result

Strategic Pillar 3, Character is made up of five services, Development, Urban Landscapes, Natural Landscapes, Sustainability and Strategic Planning.

Service	Total Expenditure \$,000	Total Income \$,000	Budget Result (Net Service Cost) \$,000	Rates Funding Required \$,000
S21 - Development	4,231	(2,714)	3,438	3,438
S23 - Urban Landscapes	12,710	(5,989)	8,075	7,120
S24 - Natural Landscapes	2,446	(478)	2,684	2,683
S25 - Sustainability	234	(76)	234	234
S26 - Strategic Planning	3,452	(22,230)	(18,084)	2,424

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 3, Character can be found at Appendix 1


Action	Status	% complete	Progress comments	Responsible branch
3.1.1.1 Various planning proposals	In Progress	72	<p>This covers a number of planning proposals other than the Queanbeyan-Palerang Comprehensive LEP.</p> <p><b>Projects reported on include</b></p> <ul style="list-style-type: none"> <li>planning proposal which updates clauses and schedules in Queanbeyan Local Environmental Plan 2012 and which was notified on 16 February</li> <li>the rezoning of Lot 3 Majara Street Bungendore which was notified on 22 June</li> <li>7 Turallo Terrace which was listed as a heritage item and notified on 1 June</li> <li>the North Elmslea Planning Proposal which has had its planning proposal basically finalised and which has been referred to and commented on by a number of public authorities</li> <li>the Bungendore East Planning Proposal which has involved meetings with the Department of Planning and Environment and the proponents and which is also impacted by the lack of secure water.</li> <li>Sutton Planning Proposal which has had flora and fauna reports completed</li> <li>Memorial Park Planning Proposal which has included the completion of four background studies</li> <li>Federal Highway Caravan Park Planning Proposal which staff are currently surveying to determine what is there and in what state.</li> </ul>	Land-use Planning

## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
3.1.1.2 Various Section 94 Plan Reviews	In Progress	70	<p>This include three projects</p> <ul style="list-style-type: none"> <li>• South Jerrabomberra Section 94 Plan which was finalised and notified in May (about 50% completed)</li> <li>• review of the Queanbeyan Section 94 Contribution Plan (about 10% completed)</li> <li>• A new Section 94 A Plan for Queanbeyan CBD (about 10% completed). Work done so far includes preliminary work with staff reviewing the existing section 94 plans and the issues that need to be addressed in any review.</li> <li>• Outside of nominated projects staff have also reviewed Palerang Section 94 Plan No. 11-Off-Street Car parking at Bungendore. This was finalised and notified in April.</li> </ul>	Land-use Planning
3.1.1.3 Comprehensive LEP for QPRC	In Progress	55	<p>Work includes the preparation of an issues paper, the preparation of a draft local environmental plan (LEP), research into issues, the preparation of major background papers, the holding of three workshops with councillors, the preparation of a draft planning proposal and the preparation of three reports and the reporting of them to Council's meetings of 13 December (Items 12.4 and 12.5) and 28 February (Item 12.8). It also includes substantial work on the required LEP maps as well as negotiations on these with the Department of Planning and Environment. In addition, work on the associated E4 zones at Bywong and Wamboin as resolved by Council at the meeting of 13 December has involved clarification of the Department of Planning and Environment's requirements as well as those of the Office of Environment and Heritage, drafting of a brief and the identification of suitable consultants.</p>	Land-use Planning
3.1.1.4 Googong LPA Review	In Progress	72	<p>Provisions of this local planning agreement need to be upgraded. These have been subject to a number of meetings with the developers, GTPL as well as internally. Responses to the changes proposed by the developers have been forwarded to them and at the end of the financial year the developers responses had not been received although a meeting had been organised with them to discuss them.</p>	Land-use Planning



## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
<b>3.1.2.2 Platypus Conservation projects</b>	In Progress	10	Project funds over several years of have been put into reserve for the construction of a Platypus Viewing Platform and education deck. The idea is to incorporate an open burrow like entrance with 3d platypus and audio presentation. Total cost of project is estimated to be \$230,000. Total funds of \$112,849 has been saved in reserve for this project. Grants could be sought to assist in funding this project.	Natural Landscapes and Health
				
<b>3.1.2.2 Stronger Communities \$9m - Seiffert Oval Lights Queanbeyan</b>	Completed	100	Lights installed, tested and certified 500LUX	Urban Landscapes
<b>3.1.2.3 Stronger Communities \$9m – Upgrade lighting Margaret Donohue</b>	Completed	100	Lights complete and tested. Certified 300 LUX	Urban Landscapes



## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
3.1.2.8 Native Fish Restocking of Queanbeyan River	Completed	100	Early in 2018, Council and NSW Fisheries released 5,000 Golden Perch into the Queanbeyan River and 5,000 Golden perch into Captains Flat Dam.	Natural Landscapes and Health
				
3.1.2.9 River Rehab - River Drive	In Progress	30	Natural Landscapes and Health Team will be undertaking maintenance work along the river. This will give weed sprayers variation in duties and progress ongoing regular activity. New issues have been identified such as fallen trees in river, works required on Barracks Flat Creek and landscaping in front of caravan park required in 2019.	Natural Landscapes and Health
3.1.3.1 Community events	Completed	100	Enviro Expo appeared at Queanbeyan, Braidwood and Bungendore Shows during financial year. Information report presented to Council in April 2018 which provided an overview of events. Community feedback from the three events was extremely positive with members of the public highlighting how great it was to see Council out and about in the region. The Expos were completed within the budget of \$7,000 plus the staff time involved.	Customer and Communications
3.1.4.1 Bungendore Structure Plan review	In Progress	71	Actions on this project include background research into economic, heritage and other matters and the development of a draft Structure Plan discussion paper which is well under way. In addition, two internal Council workshops have been held and a third has been organised. However the availability of secure water remains outstanding and further work on this project is limited until this is confirmed.	Land-use Planning

## Annual Report 2017-18



### Strategic Pillar 4, Connection – Key Strategies

- 4.1 Undertake planning to ensure infrastructure is prepared for future growth
- 4.2 Continue to improve integration of land use and transport
- 4.3 Investigate sustainable transport options
- 4.4 Continue to implement improvements to local road network
- 4.5 Develop sustainable and integrated water and waste management

## Annual Report 2017-18

### 2017-18 financial result

Strategic Pillar 4, Connections is made up of six services, Transport, Water, Sewer, Waste, Facilities and Logistics.

Service	Total Expenditure \$,000	Total Income \$,000	Budget Result (Net Service Cost) \$,000	Rates Funding Required \$,000
S31 - Transport	32,764	(22,068)	10,698	4,761
S32 - Water	26,940	(4,526)	22,414	17,575
S33 - Sewer	21,044	(4,706)	16,659	12,293
S34 - Waste	7,804	(2,223)	5,841	5,591
S35 - Facilities	4,945	(235)	142	(1,564)
S36 - Logistics	56,570	(40,459)	22,347	20,402

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 4, Connection can be found at Appendix 1

Action	Status	% complete	Progress comments	Responsible branch
4.1.1.1 Memorial Park	In Progress	75	'Gateway' process underway. All environmental studies and assessments complete.	Urban Landscapes
4.1.1.2 Queanbeyan Sewage Treatment Plant Upgrade	In Progress	4	Icon Water has withdrawn from the Project. The following milestones have been completed: <ul style="list-style-type: none"> <li>An expression of interest has been submitted to the SSWP for the Project.</li> <li>Tenders were called for the design, negotiations are underway</li> </ul>	Contracts and Projects
4.1.3.2 Stronger Communities \$9m – River path incl. low level footbridge	In Progress	10	Community consultation complete. Flood analysis has been completed. Site investigations have been completed. REF still to be finalised. Design and construct tender to be called in late 2018	Contracts and Projects
4.1.3.3 Bicycle Paths - River Corridor Stage 1	In Progress	95	Path works nearing completion. Waiting for finalisation of bridge design.	Transport and Facilities



## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
4.1.4.1 Ellerton Drive Extension	In Progress	45	Construction contract has been awarded. Work has commenced. In-house noise mitigation inspections have commenced with initial draft reports submitted. Once agreement has been reached with property owners, works will commence in noise catchment works.	Contracts and Projects
4.1.4.2 Roads to Recovery Program	Completed	100	The Roads to Recovery budget for the 2017-18 financial year has been spent on reconstruction projects on Nerriga Rd (Black Bobs Project) and Captains Flat Rd (Kearns Parade Project).	Transport and Facilities
4.1.4.9 MR270 Regional Roads Repair Program Rehab Molonglo River Dr to Douglas Cl	Completed	100	This project is now complete.	Transport and Facilities
4.1.4.10 MR92 Roads to Recovery Construct and seal Nerriga Rd (Grants Rd toward Charleyong)	Completed	100	The budget for this project was removed and reallocated to the Captains Flat Rd reconstruction project, due to receiving State Government funding to reconstruct Nerriga Rd.	Transport and Facilities
4.1.4.11 MR584 Regional Roads Repair Program Rehabilitation Old Cooma Rd	In Progress	40	Funding for this project is from the RMS Regional Roads Repair Program, which has been split over the 2017-18 and 2018-19 financial years. Council is currently undertaking the survey and design for the reconstruction works. Awaiting Environmental approvals before works can commence onsite. Preparing for construction works to commence in October 2018.	Transport and Facilities
4.1.4.12 Back Creek Bridge replacement (MR270)	In Progress	90	The bridge construction works have been completed. Council staff are currently constructing the approaches to the bridge. Works are due to be completed in September 2018.	Transport and Facilities



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Action	Status	% complete	Progress comments	Responsible branch
4.1.5.1 WAMI Community Recycling Facility Shed	In Progress	98	Awaiting certificate of occupancy from Health and Building. Awaiting installation of security cameras from Transport and Facilities. Awaiting EPA formal launch date. Other than those, the project is complete	Utilities
4.1.5.2 Googong Development Project – Water Recycling Plant	In Progress	96	This project relates to engagement of owner's consultant (GHD) for stage C development of the Googong WRP. Stage C of the WRP has been commissioned and is currently under proving operation of the constructing contractor. Handover is expected late August or early September 2018	Utilities



## Annual Report 2017-18



### Strategic Pillar 5, Capability – Key Strategies

- 5.1 Raise the local profile
- 5.2 Improve and promote Council's image
- 5.3 Encourage community and business leadership
- 5.4 Provide strong local democracy and civic governance
- 5.5 Promote and encourage an engaged community

## Annual Report 2017-18

### 2017-18 financial result

Strategic Pillar 5, Capability is made up of six services, People, Technology, Financial, Risk, Strategy and Executive.

Service	Total Expenditure \$,000	Total Income \$,000	Budget Result (Net Service Cost) \$,000	Rates Funding Required \$,000
S41 - People	3,076	(74)	(45)	(49)
S42 - Technology	7,506	(520)	1,966	1,441
S43 - Financial	2,543	(94,200)	(91,543)	(91,555)
S45 - Risk	3,807	(175)	1,987	1,986
S51 - Strategy	585	(5)	765	765
S52 - Executive	6,980	(3,601)	4,007	3,931

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 5, Capability can be found at Appendix 1

Action	Status	% complete	Progress comments	Responsible branch
5.1.1.1 Tourism website	In Progress	75	Wireframes developed and coding commenced. Web content almost complete.	Business and Innovation
5.1.1.2 Visitor guide	Not Started	0	Grant funding unlikely to be available - Will not proceed in 2017-18 but may be developed in 2018-19 pending budget	Business and Innovation
5.1.1.3 Tourism promotion	Completed	100	Videos and still images developed to promote tourism and businesses in the LGA	Business and Innovation





## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
5.1.4.1 Corporate Development Plan	In Progress	70	<p>Work continues on the development of the Organisational Development Strategy (ODS), subsequent plans and interrelated frameworks. The ODS is based on FOUR key objectives; building capability, developing capacity, maximising employee engagement and achieving organisational excellence.</p> <ul style="list-style-type: none"> <li>• Building capability – A corporate LinkedIn company page has been re-established to develop employer brand and attract new talent pools. To increase collaboration and industry wide relationships, QPRC has been established as the pilot organisation for web-based national LGNSW HR meetings in the Southern Region.</li> <li>• Developing capacity - a total performance management framework has been endorsed to align with a dedicated system to manage talent. Work has commenced on the scoping of this new software and the design of our performance management templates. A number of strategies for leadership development are being explored at Executive level. A strategic approach to learning and development has been taken with a matrix designed for each role, deploying and online learning management system and automation of scheduling with customers being able to select their preferred sessions.</li> <li>• Maximising Employee Engagement - A draft Employee Engagement Framework has been developed for QPRC along with the launch of an organisational wide cultural survey that will involve all staff and elected members. New organisational Values are being implemented throughout the organisation with our branding progressing through conceptual phase.</li> <li>• Achieving Organisational Excellence - With a focus on quality, we have implemented software to manage integrated planning requirements and aligning the Delivery Program, Operational Plan, HSEQ KPIs and Service Statements. Participating in the PWC Performance Excellence Program to continue benchmarking with other councils with the utilisation of a dedicated regional portal. The implementation of service plans that incorporate components from</li> </ul>	Culture and Performance

## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
			all sources to identify how services are delivered. A service review deep dive completed for Transport service with recommendations to implement various improvements. With the organisational headcount and full time equivalent data provided at the most recent Executive meeting in July, we are now in a position to commence the workforce analysis and forecasting to produce a detailed ODS over the coming period.	
				
5.1.4.1 State of the City – End of Term Report	Completed	100	End of Term report finalised and distributed to former councillors in March 2018	Customer and Communications
5.1.4.1 IT Tablet and Phone Purchases	In Progress	90	New Surface Pro and mobile devices are ready to be deployed. About three-quarters of all Service Managers have a Surface Pro 4/5/iPad Pro. The rest of the group should be completed in August.	Digital
5.1.4.1 Office Renovation	Completed	100	This project was completed during the financial year.	Land-use Planning
5.1.4.2 Hardware Refresh – IT equipment-Budget Income	In Progress	90	The Citrix server farm backend and thin client management server configuration completed. IGEL (thin client) unit's optimisation and configuration testing completed. Citrix Windows 10 pilot group is currently trialling out the new server farm. Pilot testing has been progressing well with good feedback from the users.	Digital

## Annual Report 2017-18

### Statutory Disclosures

#### Special rate variation

The former Queanbeyan City Council gained approval for a one-off Special Rate Variation of 5.8% in 2010. The 5.8% increase was applied in the 2010-11 financial year and has remained in the rate base since.

The Special Rate Variation was introduced to fund the CityCARE program of works, including the maintenance and renewal of roads, footpaths and parks and sportsfields in the former Queanbeyan City Council local government area. The projects funded by this Special Rate Variation are identified in Council's Operational Plan and are listed below:

Special Rate Variation - Former Queanbeyan City Council	2017-18 Budget \$,000
SRV - Footpath Grinding	50
SRV - Footpath Replacement	195
Pavement Rehabilitation	225
Bitumen Reseal	448
SRV-Riverside - Upgrade Lights	175
SRV- Hayley Park East - Replace furniture, landscape upgrade	40
SRV-Ingleside Park-Upgrade Softfall and Shade	40
SRV- Jane Hodgson Park- Upgrade equipment and Softfall	52
<b>Total SRV Program Works</b>	<b>1,225</b>

#### Rates and charges written off

Rates and charges written off	Amount \$,000
Rates relief	6
Rates and charges (pension concessions)	906
Special Rate Variation pension concessions (Council-funded) Queanbeyan only	66
Water meter size Reassessment Policy	22
Water undetectable leak write offs	18
Small balance/interest write offs	5

#### Overseas visits

Council's Service Manager, Legal and Risk, in his capacity as Chair of Statewide Mutual Insurance, attended insurance negotiations and briefing with insurers in London in March 2018. All expenses were met by Statewide Mutual. No other overseas visits were undertaken by staff or councillors.

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### Contracts awarded

Council established several panels to facilitate pre-approved suppliers, including plant hire, traffic management and gravel supply and quarry materials. Council also awarded the following contracts valued at more than \$150,000 during the 2017-18 financial year:

Nature of contract	Name of Contractor	Contract amount
Queanbeyan Park Playground	CRS Creative Recreation	\$234,768.91 ex GST
Lighting and Sound Design and Services for Theatre and Events	Eclipse Lighting & Sound Pty Ltd,	Schedule of Rates
Design and Construct Wet Play - Q One Aquatics	Swimplex	\$266,217.00
Replacement of Back Creek Bridge on Cooma Road Braidwood	Bridge and Civil PL	\$1,402,500 incl GST
Gravel Supply - Supply and Import of DGB20 and Select Material	Schmidt Quarries Pty	\$402,050.00
Gravel Supply - Supply and Import of DGB20 and Select Material	Schmidt Quarries Pty	\$539,000.00
Demolition of 257 Crawford Street and 259 Crawford Street Queanbeyan and adjacent buildings	Caylamax Demolitions Pty Ltd	\$489,300.00 ex GST
QPRC Head Office and Smart Hub - Principal Authorised Person Engagement	APP Corporation Pty Ltd	\$544,943.00 ex GST
Design and Construction of a 0.5ML Reservoir at Captains Flat	SRG Civil Pty Ltd	\$549,502.00 inc GST
Horizontal Grinder	Lincom Pacific Equipment Pty Ltd	\$1,028,500.00 inc GST
Plant Hire Panel	A and Power Formwork Allcott Hire Pty Ltd Aqua- Assets Pty Ltd Australian Regional Investment Avijohn Contracting Barry Bros Braidwood Earthmoving Braidwood Excavations Braidwood Ground Spread & Bulk Haulage Brema Group Pty Ltd Charman Earthmoving & Heavy Haulage Dave Apps Earthworks Develin Engineering Downer EDI Works Fenech Group Pty Ltd HJ Haulage Pty Ltd Huggett's Grader Hire J G Earthworx Kennards Hire Pty Ltd Mark Hunt Cartage Pty Ltd Mount Fairy Mowing Nicol Contracting Premair Hire RD Miller Pty Ltd Rollers Australia Shoemark Group TFH Hire Services The Wires Pastoral Company Toeys Transport P/L Universal Mobile Tower Hire Yass Earthmovers	Schedule of Rates

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Nature of contract	Name of Contractor	Contract amount
Gravel Supply and Quarry Materials	Bowerman Family Trust t/a Peter Bowerman Transport Hanson Construction Materials Pty Ltd Holcim Quarries Multiquip Pty Ltd Raymond Parnell Hall t/a Braidwood Cattle Co Schmidt Quarries	Schedule of Rates
Sportsfield lighting for Seiffert Oval, Riverside Oval and Braidwood Recreation Ground	Gasnier's Electrical	Seiffert Oval and Riverside Oval - \$413,424.63 ex GST Braidwood Recreation Ground - \$315,788.00 Ex GST
Macs Reef Road Landfill Closure	Dale & Hitchcock Civil	\$1,528,449.00
Traffic Management Services	Care Traffic Pty Ltd Complete Traffic Solutions Integrated Engineering Pty Limited (technical traffic services only.) K&D Traffic Management Pty Ltd Real Traffic Solutions Stop Slow Traffic Control (NSW) Pty Ltd Titanium Traffic Management	Schedule of Rates
Queanbeyan River Shared Path and Waterfall Drive Path Design and Construction	CB Excavations	\$1,526,884.25
Captains Flat Rural Fire Station Design and Construct	CBC Project Management	\$361,726.00
Queanbeyan Smart City Precinct	Telstra Corporation Limited	\$595,000.00 excl GST

### Legal Proceedings

Council is required to report on the cost of legal proceedings taken by or initiated against Council in addition to an update of each legal proceeding and the result. In the financial year ending 30 June 2018, Council expended \$1,261,180 on legal costs which included \$699,566 on litigation and court proceedings.

The following matters have been dealt with by the courts. Some issues are currently under investigation and have not been included:

Description of matter	Action	Result	Expenses 2017-18	Costs awarded
<b>NSW Land and Environment Court.</b>				
Application to have a party recognised as a compensable interest in response of a <i>Just Terms</i> land acquisition - EDE	Matter heard in September 2017	The application was not supported by the court	\$80,246	\$110,000 awarded to Council
Action by land owner against the Valuer-General's determination regarding compensation in respect of a <i>Just Terms</i> land acquisition – Ellerton Drive Extension	Matter heard in May 2018	Negotiated settlement on legal advice of \$1,000,000 inclusive of all costs	\$479,413 (These costs are part of the Ellerton Drive Extension construction)	Nil Party/Party costs.

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Description of matter	Action	Result	Expenses 2017-18	Costs awarded
Prosecution in respect of the operation a junkyard on rural property	Heard in the Land and Environment Court	Landowner given a six-month stay to "clean up" the site and then to be re-considered.	\$18,027	Costs yet to be filed - \$58,000
Appeal against the Council for refusal to grant approval for a 50 place child care centre at Bungendore	Heard in the Land and Environment Court	The Court upheld the appeal and matter resolved by s34. Agreement for reduced size.	\$11,542	Nil
Appeal against conviction in the Local Court for illegal earthworks	Heard in the Land and Environment Court and originally in the Local Court.	Appeal dismissed and referred to the Local Court for sentence. Applicant has made an appeal for the matter to be considered by Court of Criminal Appeal. No decision as yet.	\$46,531	\$12,000 initially awarded by Local Court.
Appeal against Council for refusal to grant approval for a subdivision at Braidwood.	Heard in the Land and Environment Court	The appeal was dismissed.	\$55,777	Nil
<b>Sub Total</b>			<b>\$691,536</b>	<b>\$180,000</b>
<b>NSW Local Court</b>				
SEWOL prosecutions in accordance with <i>Road Transport (General) Act 2005</i>	Heard in the Local Court	Court upheld penalty infringement notices issued.	\$1,092	Estimated \$500
Prosecution in respect of tampering with water meter	Heard in the Local Court	Defendant pleaded guilty	\$3,490	\$1,900
Miscellaneous Dog Matters	Heard in the Local Court	Minor matters prosecuted in Local Court. All were successful.	\$3,448	Varied
<b>Sub Total</b>			<b>\$8,030</b>	<b>\$1,900</b>
<b>Total</b>			<b>\$699,566</b>	<b>\$181,900</b>

Further costs of \$58,598 were incurred in respect of potential future legal actions for planning and environmental breaches. With the development of CBD projects and new headquarters options, costs of \$106,240 were incurred.

Costs of \$53,583 were incurred for specialised legal advice in respect of a threatened development of a paper subdivision. Legal costs associated with the Ellerton Drive project were \$62,295. The cost of pursuing overdue rates and charges through a debt collection agency was \$5,056. These costs are recovered from individual property owners. Specialised planning advice costs regarding the new development of area of South Tralee were incurred totalling \$16,959. Advice and support regarding land acquisition projects total \$44,647 and \$40,052 was expended on contracts for new Council systems. The balance of non-court legal costs (\$174,184) was for general legal advice, potential litigation, acquisition and leasing, insurance, planning advice, legal document preparation and similar matters.

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### Donations and contributions

Council made the following donations and contributions during the 2017-18 financial year.

#### Public Schools

Public schools located within the Queanbeyan-Palerang Regional Council Local Government Area received a donation for their annual prize giving/speech day ceremonies. The donation was increase by the annual rate peg amount, rounded up to the nearest \$5 starting from \$100.

#### Donations equivalent to ordinary rates

A donation equivalent to the ordinary rates levied for the year to the following organisations and facilities located within the Queanbeyan-Palerang Regional Council Local Government Area:

- Any Scouts Australia group
- Braidwood & District Historical Society
- Braidwood Show Society
- Any Country Women's Association branch
- Any service club including Lions and Rotary
- Any registered pre-school
- Bungendore War Memorial Hall
- Araluen Community Hall
- Charleys Forest Community Hall
- Gundillion Community Hall
- Majors Creek Community Hall
- Nerriga Community Hall
- Any men's shed registered with the Australian Association of Men's Sheds

**Note:** The Captains Flat Community Hall, and Queanbeyan halls and community centres are under Council's control.

#### Tathra bushfire donation

Council resolved to donate \$10,000 to the Tathra Bushfire Appeal

#### Cultural assistance scheme

Braidwood Central School Parents and Citizens Association - \$1,500

#### Other donations

2017 Queanbeyan Gift - \$270

Araluen Recreation Ground Reserve Trust – development application - \$3,316.10

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### General donations program

Council established a Donations Policy in 2017-18, providing for three categories of grants, including general donations sought in June each year.

Braidwood Quilters	\$1,000
CampbellPage Helping Hands Program	\$1,000
HOME in Queanbeyan	\$500
Jerrabomberra Combined Probus Club	\$1,000
Lions Club of Queanbeyan	\$2,000
SPANQbn – Suicide Prevention Awareness Network Queanbeyan	\$2,000
Twin City Church	\$1,000
VIEW Clubs – Queanbeyan, Lake George and Bungendore	\$2,000
Wildcare Queanbeyan Inc	\$2,000
Queanbeyan Legacy -	\$1,000
Anglicare Food Fair Queanbeyan	\$2,000
Braidwood Girl Guides	\$500
Braidwood Life Centre	\$2,000
Braidwood Lions	\$500
Bungendore Hoedown	\$1,000
Fernleigh Park s.355 Committee (verandah windbreak)	Total
Fernleigh Park s.355 Committee (tables, banners)	\$1,500
Fernleigh Park s.355 Committee (storage)	
Greek Orthodox Church of St Demetrios	\$500
High Street Care	\$2,000
Karabar Housing Cooperative Ltd	\$2,000
Karabar Preschool	\$500
Life Education NSW	\$2,000
Queanbeyan Arts Society	\$2,000
Queanbeyan Sing Australia Community Choir	\$500
Queanbeyan Show Society Inc	\$500
Rotary Club of Canberra Inc	\$500
St Benedicts Community Centre	\$2,000
The Shepherd Centre for Deaf Children	\$2,000
1 <sup>st</sup> Tinderry Scout Group	\$1,000
Bungendore Playgroup	\$500
Bungendore Spring Ball	\$1,000
Captains Flat Community Association	\$500
Googong Mainly Music	\$500
Jerrabomberra Playgroup	\$2,000
Knitters Guild NSW	\$432
Queanbeyan Bush Poets	\$500
Queanbeyan Camera Group	\$500
Queanbeyan Landcare Inc	\$500
Queanbeyan Quilters Inc	\$2,000
Queanbeyan Toastmasters	\$500
QWriters	\$500
University of the Third Age (U3A)	\$1,000
Upper Murrumbidgee Catchment Network Inc	\$500
WayAhead Mental Health Association / Anxiety Support Group	\$330
ACT Maori Performing Arts	\$1,000
Australian Red Cross	\$2,000
The City of Queanbeyan Pipes and Drums Band	\$1,000
Queanbeyan Red Cross	\$500
Red Nose	\$1,500
Charity Book Fair	\$2,000



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### Equal Employment Opportunities (EEO) Management Plan

Council's Equal Employment Opportunity (EEO) Policy and Plan continue to be reviewed as part of Council's policy harmonisation program. Former Council policies and practices continue for Council's recruitment and selection, training and development, promotion and temporary transfer and terms and conditions of employment processes.

### EEO Statistical Information

Council employees are asked to self-identify on commencement of employment if they come from a culturally diverse background or if they are Aboriginal or have a disability. At the end of the 2017-18 financial year, the percentage of staff members for Council within each target group are:

Group	2016-17	2017-18
Women	36.5%	34.8%
Culturally Diverse	14.1%	11.3%
Aboriginal	2.5 %	2%
Disability	1%	1%

The age demographic for all employees is outlined below. There was a 2% increase to 28% of staff aged 55 or over and the percentage of employees aged under 40 years of age remained stable compared to last reporting period at 28.5% of staff.

Age Group – Staff aged:	% 16-17	% 17-18
15 to 19 years	0.0%	0.7%
20 to 24 years	6.8%	5.6%
25 to 29 years	7.1%	7.1%
30 to 34 years	6.8%	7.8%
35 to 39 years	7.8%	7.3%
40 to 44 years	10.3%	10.5%
45 to 49 years	16.1%	15.1%
50 to 54 years	18.9%	17.8%
55 to 59 years	12.8%	15.1%
60 to 64 years	11.3%	10.7%
65 years or older	2.0%	2.2%

### Activities to Implement Equal Employment Opportunities (EEO) Management Plan

Objective	Activities
A. Communication and Awareness <i>Continual communication of the responsibilities of Council's EEO principles and practices to all current and potential employees through proactive presentations and other communication mechanisms.</i>	Strategies utilised during the reporting period to increase awareness of Council's EEO Policy included providing links to the web page and intranet for members of the community and staff members to view Council's policies. Additionally, staff are introduced to EEO principles and practices during Council's induction program.

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Objective	Activities
<p><b>B. Recruitment and Selection</b> <i>To ensure that all recruitment and selection in Council is undertaken in accordance with Council's policy and procedures, is inclusive and reflects Council's EEO and merit principles.</i></p>	<ul style="list-style-type: none"> <li>• Council's interim recruitment and selection process (due to merger) continues to dominate recruitment and selection activities and ensures a fair and equitable process for all employees choosing to apply for roles.</li> <li>• All panels were made up of staff members who were representative of the different EEO groups. In particular, an Aboriginal staff member was on every selection panel for vacant positions that attracted applications from Aboriginal or Torres Strait Islander candidates.</li> <li>• All job advertisements for vacancies within Council encourage applications from groups identified in the EEO Policy and Plan.</li> </ul>
<p><b>C. Training and Development</b> <i>To review training and development policies and procedures to ensure they conform with EEO principles, which incorporates opportunities for training and development for EEO target group members</i></p>	<ul style="list-style-type: none"> <li>• Learning and Development for the financial year focused on work health and safety compliance and job specific requirements.</li> <li>• Council's Learning and Development Plan takes into account the development requirements for the organisation and its future workforce requirements.</li> </ul>
<p><b>D. Promotion advancement and higher duties.</b> <i>To ensure all instances of promotion, transfer and the allocation of higher duties offered following fair and consistent processes where eligible employees receive due consideration where applications are received and merit is established.</i></p>	<ul style="list-style-type: none"> <li>• As per Section 354H of the <i>Local Government Act 1993</i>, all vacancies are advertised internally to assess staff suitability before a vacant position is advertised externally.</li> <li>• The transition structure was implemented during the reporting period providing promotional opportunities for staff.</li> <li>• Access to higher duties and temporary transfer at level was undertaken in accordance with the merit principle.</li> </ul>
<p><b>E. Grievance Procedures</b> <i>To ensure any grievance that is raised is treated equitably and in accordance with Council's procedure.</i></p>	<ul style="list-style-type: none"> <li>• All formal staff complaints or grievances notified were dealt with in accordance with Council's processes.</li> </ul>
<p><b>F. Internal Partnerships</b> <i>Council is committed to working with target groups to assist in implementing and considering EEO principles in their decision making processes.</i></p>	<ul style="list-style-type: none"> <li>• Council's Workplace Consultative Committee is consulted on matters within its constitution and scope in accordance with the <i>Local Government (State) Award 2017</i>.</li> </ul>
<p><b>G. Terms and Conditions of Employment.</b> <i>To ensure all employees' conditions of service confirm with EEO principles.</i></p>	<ul style="list-style-type: none"> <li>• All employment conditions administered by Council during the reporting period were compliant with Council's EEO principles and the <i>Local Government (State) Award 2017</i>.</li> <li>• A harmonised Salary System was developed and implemented during the reporting year – ensuring equity of pay entitlements across the organisation.</li> </ul>

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### Chief Executive Officer remuneration package

The CEO's total remuneration package comprising salary and superannuation, was valued at \$318,682.72 plus a vehicle allowance.

### Senior staff remuneration package

Queanbeyan-Palerang Regional Council employed four senior staff members (excluding the CEO) during 2017-18. The total remuneration package for senior staff was \$1,218,109.74 (including superannuation and payments that were not included in a salary portion of their package).

### Stormwater levy

A stormwater levy has been applied to residential and business properties within the Queanbeyan urban area (including Googong). Properties classified as residential and business are charged \$20 per year for the Stormwater Levy, while residential (strata/flats) and business strata units are charged \$12.50.

During 2017-18, stormwater rehabilitation works were undertaken on the next tranche of identified works. This rehabilitation work will improve existing stormwater services network. Further condition inspection and rehabilitation works need to continue to improve the stormwater network system improvement.

### Swimming pools

Under section 18 of the *Swimming Pools Act 1992*, Council is required to report on its activities regarding swimming pool inspections.

During the period 1 July 2017-30 June 2018, Queanbeyan-Palerang Regional Council undertook the following:

Swimming pool inspections	
Inspections of Tourist and visitor accommodation	10
Inspections of dwellings with more than 2 dwellings	2
Inspections resulting in Compliance Certificates under 22D	33
Inspections resulting in Non-Compliance Certificates under 18B	2

### Partnerships, cooperatives and joint ventures

Council has an interest or membership of the following organisations in accordance with the under-listed arrangements:

- Statewide Mutual - A mutual pool scheme providing liability and general insurance cover to NSW councils.
- StateCover Mutual – A mutual providing workers compensation insurance cover to NSW councils.
- South East Weight of Loads (SEWOL) – Council has a management role and has four inspectors in two vehicles patrolling roads in 11 constituent councils of the region.
- ACT and NSW Strategic Land Use and Infrastructure Planning Group.
- Joint Regional Planning Panel which provides merit-based decision making on regional development within the framework of the NSW planning system.
- Canberra Region Joint Organisation (CRJO) formerly (*the South East Regional Organisation of Councils*) is a regional organisation of 8 Councils in conjunction with the ACT Government that facilitates opportunities and partnerships to create sustainable vibrant communities, and was proclaimed formally as a joint organisation in May 2018. The CRJO has developed several special purpose interest groups for

## Annual Report 2017-18

regional resource sharing and information exchange. The CRJO will be constituted in accordance with the *Local Government Act 1993* from 1 July 2018.

- Southern Phone Company - \$2 shareholder.

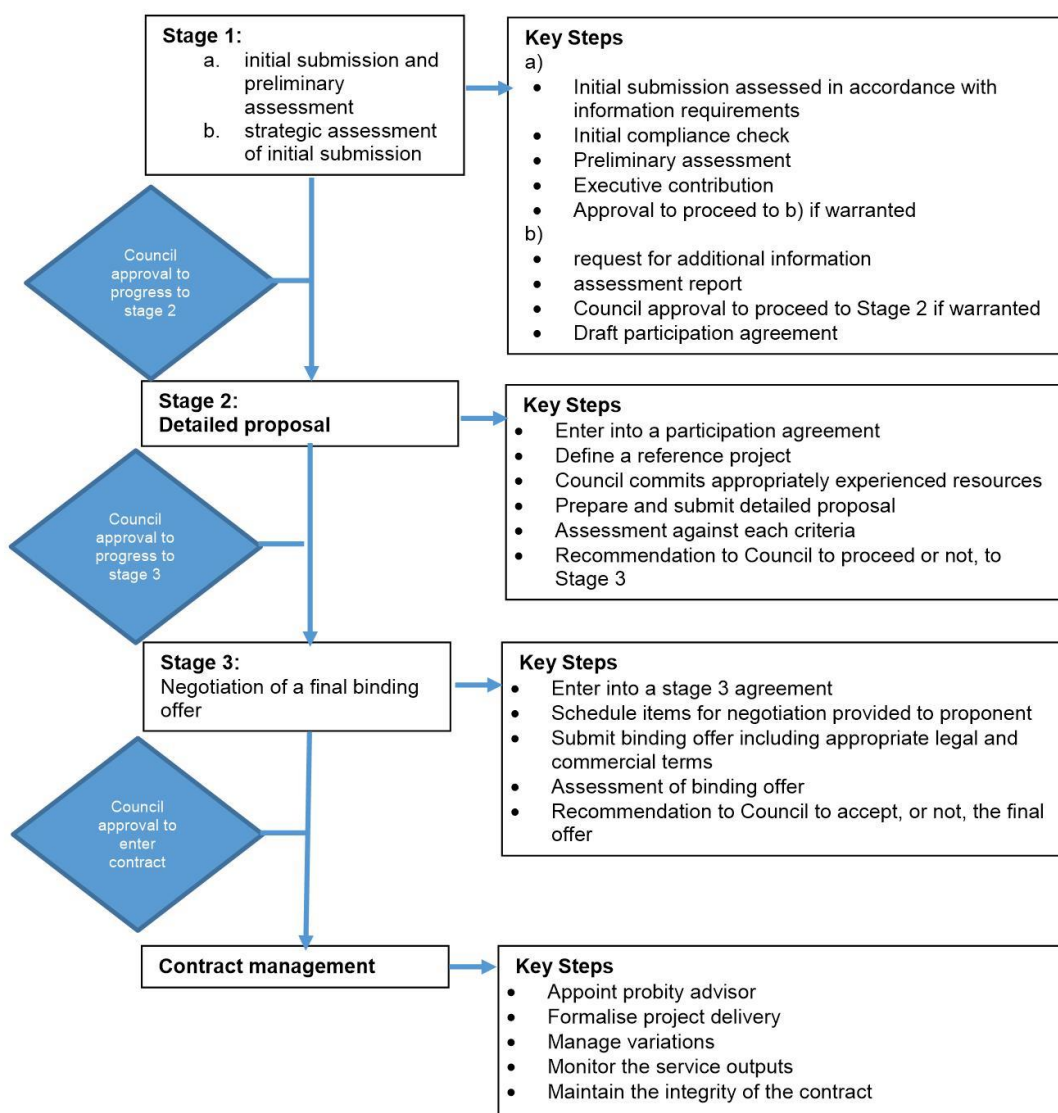
### Unsolicited Proposals

From time-to-time, Council receives unsolicited proposals from parties seeking partner with Council in a development or project.

To provide some guidance and structure in dealing with such representations, Council has adopted a Procedure for Dealing with Unsolicited Proposals.

In summary the process is in stages as outlined below:

#### Key stages in the consideration of unsolicited proposals



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To date the Council has received two proposals. Firstly, from Downtown Q Pty Ltd for development of Council land in the civic centre precinct where stage 1 has been delivered and Council has approved the proposal progressing to stage 2.

Moran (Queanbeyan) Pty Ltd has presented a concept to Council which is very preliminary and is being considered at the stage 1 level. In future years more detail of these proposals will be outlined.

### **Privacy and Personal Information ACT 1998**

The *Privacy and Personal Information Protection Act 1998 (PPIP Act)* was introduced to provide central safeguards to an individual's privacy in relation to a wide variety of personal information held by public sector agencies including councils. Council must ensure compliance with the requirements of the Act and has adopted the Model Privacy Management Plan issued by the Office of Local Government.

Council is required under the provisions of the *PPIP Act* to include in information collected about individuals the following:

- the nature of personal information we collect
- the purpose for which we collect personal information
- an individual's right to access their personal information.

Council collects personal information for the following purposes:

- building certificates
- compliance certificates
- consents and approvals
- land transactions
- licences held
- occupation certificates
- notification of adjoining premises of development proposals
- rates records
- record of approvals
- records of impounding
- register of pecuniary interests
- subdivision and zoning certificates
- provision of care and support
- job applications
- employment.

The purpose for collecting this information is to allow Council to complete its statutory responsibilities under the *Local Government Act 1993* and other legislation. Under the provisions of the *PPIP Act* individuals have the right to access their own personal information that we hold.

No applications were made for information under the Act during 2017-2018 and no review of the Act or Council's procedures were required. Further information on gaining access to this information can be obtained from the Council's Public Officer on 6285 6513.

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### Disability Inclusion Action Plan

The QPRC Disability Inclusion Action Plan 2017- 2021 is guiding Council to meet its requirements under the *NSW Disability Inclusion Act 2014*.

The plan has four focus areas:

- Creating Liveable Communities
- Improving Access to Services through better Systems and Processes
- Promoting Positive Community Attitudes and Behaviours
- Supporting Access to Meaningful Employment.

A detailed implementation plan and evaluation framework supports the plan and measures our progress. An Access Committee with representatives from across the region is overseeing the implementation of the plan.

### Annual Progress for 2017-2018

- The upgrade to Queanbeyan Aquatic included an accessible wet area.
- An amphibious aquatic wheelchair was purchased for the Queanbeyan Aquatic Centre (see photo below).
- There was a donation of an adult change table from a local organisation, which Council will place into Queanbeyan Aquatic Centre accessible change rooms.
- The installation of an accessible play space at Apex Park was completed with community consultation.
- Community Development officers have participated in training to build their skills and knowledge to support access.
- Council continues to be committed to consulting with people with disability on a variety of issues. This includes facilitating the Access Committee to provide advice to Council on access matters.
- Council has worked to increase opportunities for people with a disability to participate in and build community capacity in implementing accessible community events. This includes the development and implementation of an accessible event checklist (see photo on right).
- To acknowledge less visible disabilities, Community Development officers acknowledged Epilepsy Awareness week in collaboration with other Council portfolios (see photo right).
- Access guides were purchased to be used as a resource for the Access Committee, Council libraries and Community team.



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### Public Interest Disclosures Act 1994

Council is required as a public authority to report half yearly on any public interest disclosures that are reported. No disclosures were reported or finalised in the current year.

Council has established an internal reporting policy and the General Manager has taken action to promote staff awareness of Council's obligations including:

- policy briefings for senior managers;
- as part of induction, staff indicate that they have read and understood the internal reporting policy;
- training provided to new staff during induction;
- appropriate links on the intranet site,
- and messages in staff newsletters and circulars.

	Made by Public Officials performing their day to day functions	Under a statutory or legal obligation	All other PIDSA
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
No of public interest disclosures that have been finalised in this reporting period	0	0	0
No of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period.		0	
Have you established an internal reporting policy?		Yes	
Has the head of your public authority taken action to meet their staff awareness obligations?		Yes	
If so, please select how staff have been made aware:			
– Policy briefing from senior managers;			
– staff undertaking that they have read and understood your organisation's internal reporting policy;			
– training provided to new staff during induction;			
– links to intranet site;			
– messages in staff newsletters;			
– messages in circulars			

## Annual Report 2017-18

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### External bodies exercising Council functions

The following external bodies have been delegated functions by Council for 2017-18:

- Araluen Area Committee
- Braidwood Gymnasium Committee
- Braidwood National Theatre Community Centre Committee
- Braidwood Recreation Ground Committee
- Braidwood Showground Reserve Trust
- Bungendore School Hall Management Committee
- Bungendore School of Arts Management Committee
- Bungendore Town Centre and Environs Committee
- Bungendore War Memorial Committee
- Burra/Cargill Park Management Committee
- Canning Close Reserve Management Committee
- Captains Flat Area Committee
- Carwoola/Stoney Creek Area Management Committee
- Fernleigh Park Management Committee
- Greenways Management Committee
- Hoskinstown Community Hall Committee
- Les Reardon Reserve Facility Management Committee
- Mick Sherd Oval Canteen Facility Committee
- Nerriga Sports Ground Reserve Committee
- Royalla Common Committee
- Wamboin Community Hall Management Committee
- Araluen/Majors Creek Locality Committee
- Braidwood/Mongarlowe Locality Committee
- Bungendore Locality Committee
- Burra/Urila/Royalla/Fernleigh Park Locality Committee
- Captains Flat/Hoskinstown/Carwoola Locality Committee
- Wamboin/Bywong Locality Committee

### Controlling interests in companies

Council does not have a controlling interest in any companies.



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### Government Information (Public Access) Act 2009 - statistical report

**Clause 7A:** Details of the review carried out by the agency under section 7 (3) of the Act during the reporting year and the details of any information made publicly available by the agency as a result of the review.

Reviews carried out by the agency	Information made publicly available by the agency
No	No

**Clause 7B:** The total number of access applications received by the agency during the reporting year (including withdrawn applications but not including invalid applications).

Total number of applications received
25

**Clause 7C:** The total number of access applications received by the agency during the reporting year that the agency refused either wholly or partly, because the application was for the disclosure of information referred to in Schedule 1 to the Act (information for which there is conclusive presumption of overriding public interest against disclosure)

Number of Applications Refused	Wholly	Partly	Total
	0	0	<b>0</b>
% of Total	0%	0%	

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**Schedule 2 Statistical information about access applications to be included in annual report Table A: Number of applications by type of applicant and outcome\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	1	0	0	0	0	0	0	0	1	4%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	4	1	0	0	0	0	0	0	5	20%
Members of the public (other)	12	2	0	0	0	0	0	5	19	76%
<b>Total</b>	<b>17</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>25</b>	
% of Total	68%	12%	0%	0%	0%	0%	0%	20%		

\*More than one decision can be made in respect of a particular access application. If so, a recording must be made in relation to each such decision. This also applies to Table B.

**Table B: Number of applications by type of application and outcome\*.**

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	1	0	0	0	0	0	0	1	25%
Access applications (other than personal information applications)	16	0	0	0	0	0	0	4	20	70%
Access applications that are partly personal information applications and partly other	3	0	0	0	0	0	0	1	4	5%
<b>Total</b>	<b>19</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>25</b>	
% of Total	70%	5%	25%	0%	0%	0%	0%	0%		

\* A personal information application is an access application for personal information (as defined in clause 4 of Schedule 4 to the Act) about the applicant (the applicant being an individual).

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**Table C: Invalid applications**

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	0	0%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	<b>0</b>	0%

**Table D: Conclusive presumption of overriding public interest against disclosure: matters listed in Schedule 1 of Act**

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	0	0%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
<b>Total</b>	<b>0</b>	<b>100%</b>

\*More than one public interest consideration may apply in relation to a particular access application and if so, each such consideration is to be recorded (but only once per application). This also applies in relation to Table E.

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**Table E: Other public interest considerations against disclosure: matters listed in table to section 14 of Act**

Personal details (*name address, phone number etc.*) is never released by the Council and is redacted in any information provided.

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	1	50%
Business interests of agencies and other persons	1	50%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>2</b>	

**Table F: Timeliness**

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	25	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>25</b>	

**Table G: Number of applications reviewed under Part 5 of the Act (by type of review and outcome)**

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	1	2	<b>67%</b>
Review by Information Commissioner*	1	0	1	<b>33%</b>
Internal review following recommendation under section 93 of Act	0	0	0	<b>0%</b>
Review by NCAT	0	0	0	<b>0%</b>
<b>Total</b>	<b>2</b>	<b>1</b>	<b>3</b>	
<b>% of Total</b>	<b>67%</b>	<b>33%</b>		

\*The Information Commissioner does not have the authority to vary decisions, but can make recommendations to the original decision-maker. The data in this case indicates that a recommendation to vary or uphold the original decision has been made by the Information Commissioner.

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**Table H: Applications for review under Part 5 of the Act (by type of applicant)**

	Number of applications for review	% of Total
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
<b>Total</b>	<b>2</b>	

**Table I: Applications transferred to other agencies.**

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	

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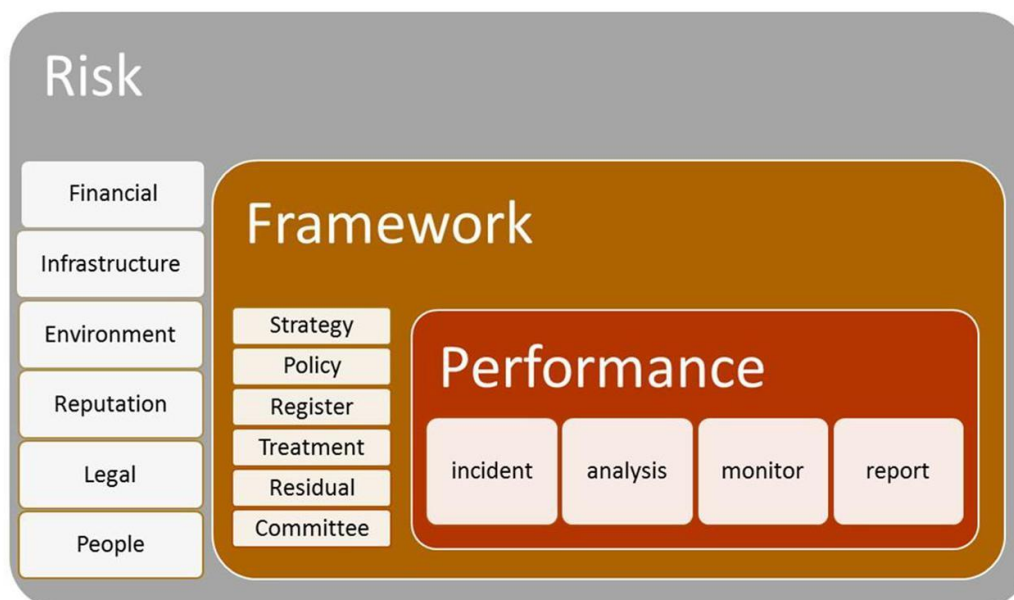
### Risk Management

Risk Management in Local Government is seen as good business practice having developed from an appreciation of insurable risk and is progressing to an Enterprise Risk Management perspective.

Amendments to the *Local Government Act 1993* recognise that councils must undertake sound risk management practices and extends the scope of the Audit Committee to also capture "Risk Management" and "Business Improvement". This Committee will now be known as the Audit, Risk Management and Improvement Committee and its charter has been broadened to reflex this expanded role.

The Audit Risk and Improvement Committee also now has a greater role in Risk Management and an Internal Risk Management Group has been established to work with the Council Executive, management and the Committee to develop an Enterprise Risk Framework for the organisation.

During the past 12 months, a statement of risk appetite, a risk management directive, a revised Risk Management Policy and a risk register have been developed in accordance with the under-listed framework.



The policy will be placed on public exhibition in early 2018-19 and provides for:

- details the objectives of Council's risk management framework.
- summarises Council's risk appetite, which is articulated in detail in the Directive along with tools for assessing and evaluating specific risks.
- defines accountabilities and responsibilities for managing risk in a manner that is consistent with the current Australian / New Zealand standard on risk management.

These improvements will provide assurance identify any gaps in the three lines of defence matrix.

It is a Council priority to better integrate Risk Management into our planning and reporting practices and other corporate activities. The work undertaken during the year are steps forward to embed sound enterprise risk management practices into our operations.

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### Fraud control

Council has zero appetite for any form of fraud or corruption, and has adopted a fraud control framework and implemented fraud prevention systems and strategies. An internal audit of Council's fraud control framework was undertaken in 2016-17 and during the current year the Council has progressed the results of that review. Fraud control awareness is included as part of induction for new employees and regularly communicated to staff.

Staff are also encouraged to utilise protections available under the *Public Interest Disclosures Act 1994* if they are aware of fraud within the organisation. The Act encourages and facilitates the reporting and investigation of corrupt conduct, maladministration, serious and substantial waste, government information contravention and local government pecuniary interest contravention thorough:

- enhancing and supporting established procedures for making disclosures concerning such matters
- protecting persons making disclosures from reprisals
- providing for disclosures to be properly investigated and dealt with.

Guidance has been provided to the Council by the model NSW local government Code of Conduct and Procedures for the Administration of the Model Code of Conduct, which addresses:

- general conduct obligations
- pecuniary interests
- non-pecuniary conflicts of interest
- personal benefit
- relationships between council officials
- access to information and council resources.

Both the Code and the Procedures will be reviewed in 2018-19. The Council has also adopted the model Code of Meeting Practice which is designed to achieve a range of outcomes, including:

- promoting the making of decisions by the governing bodies of councils that are in the best interests of the council and the community as a whole
- promoting more accessible, orderly, effective and efficient meetings and to provide councils with the tools to achieve these outcomes
- codifying areas of common practice across councils in a way that is clear, efficient, leads to better informed and more effective decision making and that is consistent with the requirements of the Local Government Act 1993.

Material addressing fraud and corruption control at the operational level includes:

- fraud control policy, fraud control plan and fraud risk register developed as part of part of the internal audit of Council's fraud control practices
- fraud and corruption awareness training material delivered as part of Council's implementation of an eLearning platform and strategy.

Guidance in respect of fraud control is also provided by the Council's insurers. No specific instances of fraud or corrupt behavior was detected during the financial year.

### Complaints handling

Complaints are defined in the Council's Complaint handling policy as an *expression of dissatisfaction with the Council's level or quality of service or policies or procedures.*

Dissatisfaction may arise from the service or behaviour provided by Council staff, councillors, or contractors or from the impact of a particular policy or procedure.

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A complaint **does not** include:

- A request for services
- A request for information or explanation of policies or procedures or decisions of Council
- Reports of damaged or faulty infrastructure (eg. pothole)
- Reports of hazards (eg. fallen trees etc.)
- Reports concerning neighbours or neighbouring property (eg. noise complaints etc.)
- A comment on Social Media.
- The lodging of an appeal in accordance with procedure or policy.

The Council has a system which records and tracks the progress of work requests that are received. Any formal complaint is processed in accordance with the Complaints handling policy. During the reporting period only three formal complaints were processed in accordance with the policy. No resolution of the complaint could be achieved.

### Code of Conduct

Queanbeyan-Palerang Regional Council adopted its Code of Conduct on 12 October 2016, based on the Model Code of Conduct prepared by the Office of Local Government. Council is required to report annually to the Office of Local Government for the period ending 30 September on Code of Conduct matters. During 2017-18, five complaints were lodged against councillors. One was referred to the Office of Local Government for preliminary assessment, but was returned to Council to deal with and has progressed to an investigation by a sole reviewer. The outcome is pending.

One complaint was made against the Administrator which was handed to the Office of Local Government. The Office of Local Government's finding was that there was a breach of the Code of Conduct by the Administrator by failing to comply with the conflict of interest and management requirements in regard to a non-pecuniary interest at the Ordinary Meeting of Council on 23 November 2016, in respect to the consideration of a report titled 'Queanbeyan CBD Property Proposal and Queanbeyan Office'.

Three complaints have been resolved and the outcomes of two other complaints are pending.

Number of complaints and associated costs	
The total number of Code of Conduct complaints made about the Mayor and the General Manager under the Code of Conduct.	1
The number of Code of Conduct complaints referred to a conduct reviewer.	5
The number of Code of Conduct complaints investigated by a conduct reviewer.	1
The number of Code of Conduct complaints investigated by a conduct review committee.	0
The total cost of dealing with Code of Conduct complaints made about councillors and the General Manager, including staff costs.	\$25,000

Preliminary Assessment Statistics	
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage.	2
The number of those complaints finalised by any of the following recommendations:	
To take no action.	0
To resolve the matter back to the General Manager or the Mayor, for resolution by alternative and appropriate strategies.	2
To refer the matter to another agency or body such as, but not limited to, the ICAC, the NSW Ombudsman, the OLG or the Police.	0
To resolve the complaint by alternate and appropriate strategies	0
To investigate the matter.	1
The recommend that the Complaints Coordinator convene a conduct review committee to investigate the matter.	0



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Final Investigation Statistics	
The number of Code of Conduct complaints investigated by a conduct reviewer or conduct review committee	1
The number of these complaints finalised by any of the following:	
That the Council revise any of its policies or procedures.	0
That the subject person undertake any training or other education relevant to the conduct giving rise to the breach.	0
That the subject person be counselled for their conduct.	0
That the subject person apologise to any person or organisation affected by the breach.	0
That findings of inappropriate conduct be made public.	0
In the case of a breach by the General Manager, that action be taken under the General Manager's contract for the breach.	0
In the case of a breach by a councillor, that the councillor be formally censured for the break under section 400G of the Act.	0
In the case of a breach by a councillor, that the matter be referred to the OLG for further action.	0
Complaints reviewed by the OLG	
Number of matters reviewed by the Division	0
Outcome: Decision sustained	0
Outcome: Decision overturned	0

### Audit Risk and Improvement Committee

The Council's Audit, Risk and Improvement Committee has been established as a demonstration of best practice to provide independent assurance and assistance to the Queanbeyan-Palerang Regional Council. The role and responsibilities of the Committee, defined in its charter, are to assess the effectiveness of Council's frameworks, actions and controls in relation to:

- risk management
- Council's control framework
- external accountability, including preparation and publication of council's annual financial statements
- legislative compliance
- internal & external audit
- process improvement.

The Committee's membership comprised three independent external members, two councillors and the General Manager's nominee. Membership and meeting attendance of the Committee during 2017-18 is as follows:

	Meetings able to attend	Meetings attended
Mr Andrew Cox (Chair)	5	5
Dr Ken Crofts	5	5
Mr Max Shanahan	5	5
Mr Peter Neil ( GMs Nominee)	3	3
Cr Brian Brown	3	1
Cr Peter Harrison	1	1

Significant matters considered by the Committee during 2017-18 included:

- efforts to obtain certification of Council's Work, Health and Safety and Environmental Management systems
- updates on major projects and implementation of a Council Project Management Office
- Council's practices for administration of delegations
- arrangements for reporting against the Integrated Reporting Framework

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- preparation and audit of Council's annual financial statements and the formation of a financial statement subcommittee to provide ongoing assurance in relation to financial reporting issues
- the client service plan prepared by the NSW Audit Office detailing their strategies and key issues for the audit of Council's 2017-18 annual financial statements.

### Internal Audit Activity for 2017-18

Council's Internal Audit program was undertaken through the engagement of a contracted external provider, Oakton, who:

- completed audits in accordance with the Council's Internal Audit Charter and 2017-18 Internal Audit Plan, which focused on key risks arising from amalgamation and transition of Council's systems and business activities following the merger
- conducted detailed planning for each audit in consultation with Council management
- reported on progress against that plan and the results of each audit to Committee meetings progressively through the year.

Audits considered by the Committee during 2017-18 addressed:

- implementation of Transition Plan activities
- Information and Communication Technology general controls
- physical security of infrastructure assets
- financial controls
- implementation of the TechnologyOne OneCouncil suite of applications including financial and human resource management, and revenue and rates
- management of Council's family day care program.

Actions taken by Council management to implement agreed recommendations made by Internal Audit, and the auditors of Council's annual financial statements are reported to each meeting of the Committee.

Similarly, the Committee notes that:

- transitioning from systems and business practices inherited from the former Palerang and Queanbeyan City councils to contemporary whole of QPRC frameworks remains a key point of focus for Council and topic for consideration by the Committee.
- efforts to implement an integrated and aligned frameworks for risk management, inclusive of fraud control, business continuity management and disaster recovery arrangements are ongoing. The Committee will continue to review the implementation of these frameworks, as they are key to ensuring management of Council's activities is informed by, and responsive to the risks inherent to those activities and ongoing transition to a regional council.
- maintenance of effective governance and management arrangements for major projects remains a key issue for Council, and the Committee will consider reports and presentations in relation to these efforts.

The Committee has conducted a performance self-assessment to assist in identifying and addressing any areas that can be addressed to enhance the effectiveness of the Committee's contribution to Council's management and governance. The outcomes of this assessment have identified a number of opportunities to enhance the effectiveness of the Committee, which will be implemented through the remainder of 2017-18.

### Member contributions to other Council activities

In addition to their participation in the activities of the Audit, Risk and Improvement Committee:



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- Mr Andrew Cox has been a member of the Implementation Advisory Group, which has provided advice to the Mayor on transition for the Council.
- Mr Max Shanahan has acted as Chair of the Carwoola Bushfire Appeal Panel, which has provided oversight of the distribution of funds donated to the Carwoola Bushfire Appeal, to assist property owners and occupiers whose homes were destroyed or substantially damaged as a result of the 17 February 2017 Carwoola bushfire. The Panel oversaw the distribution of approximately \$199,000 in the form of payments direct to eligible people and to fund assessments of dangerous trees. The Panel's final meeting was held on 9 April 2018.

### Companion Animals

The animal management expenditure in the 2017-18 financial year was \$346,974. Income from companion animal activities in 2017-18 was \$153,671. Queanbeyan-Palerang Regional Council has 15,199 (as at 15 May 2018) dogs registered in the Local Government Area, with 1,994 cats registered.

During the financial year, resourcing was an issue within the team and was not adequately addressed until January 2018 when two new Animal Management Officers started with Council. One of these positions represented a new full time equivalent staff member and now means that two AMOs are based in Queanbeyan and one is based in Bungendore, patrolling areas such as Bungendore, Bywong/Wamboin, Captains Flat and Braidwood.

Council undertook a number of community education programs during the year, via groups and some one-on-one meetings. Responsible dog ownership articles were placed in Council's community newsletter, QPRC News, regarding animal management. QPRC News is distributed to more than 28,000 households in the Queanbeyan-Palerang Local Government Area. Animal Management Rangers continue to offer ongoing education of customers at the Pound, regularly providing information on pet ownership to customers of the animal management facility.

Council is grateful for the work undertaken by rescue groups within the region, behavioural experts who assist with temperament assessments and volunteers who regularly walk the animals. Assistance provided by these three groups provide Council with information to provide the best opportunity for animals to be re-homed in a suitable environment.

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### Corporate Sponsorships

Name of organisation	Relationship	What the sponsor agreed to provide	What Council agreed to provide	Financial commitment to Council	Approximate value provided to Council
<b>Queanbeyan Multicultural Festival</b>					
Westpac bank corporation	Partnership	\$2500.00 to event. No other banking institution part of the event. Signage on main stage. Name of stage from mc throughout the day. Raffle prize. Prime vender location near main stage	Prime vender location near main stage. MC to announce stage name Raffle prize to be drawn on main stage. Promotion of banking staff multicultural diversity prior to the event	\$2500.00	\$2500.00
<b>Music By The River</b>					
Icon Water	Double partnership with icon water and CSO	Payment of Canberra symphony orchestra performance	Event and event management and promotion	\$20,000	\$20,000
<b>Shop and Win Promotion</b>					
Braidwood Community Bank	Financial partner/sponsor	Provide financial sponsorship for Christmas Shop & Win 2017	Promotion of business logo on all printed/electronic material relative to Braidwood Christmas Shop & Win	\$2,000	\$2,000
Bungendore Community Bank	Financial partner/sponsor	Provide financial sponsorship for Christmas Shop & Win 2017	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop & Win	\$2,000	\$2,000
Bungendore Chamber of Commerce & Industry	Financial partner/sponsor	Provide financial sponsorship for Bungendore Christmas Shop & Win 2017	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop & Win	\$3,000	\$3,000
<b>Places and Spaces activation</b>					
Vincenzo and Maria Suraci	QBN Landlord in-kind sponsorship	Use of commercial space at 58 Monaro St QBN for a 10 day period at no charge	To conduct a pop-up retail space for a 7 day period with a bump in and bump out period on either side of the trading days; to cover all staff and area with appropriate insurances and to leave the space as it was found.	0	\$500 (approx. weekly rent \$300 x half again = \$450 + electricity = \$50)
<b>Summer Activation events</b>					
Coles Queanbeyan	Q-One Aquatics Summer Activation	Provide for the QBN, Captains Flat, Braidwood and Googong Events: 2300 Sausages, 230 loafs (x10) bread, 100 packets (x6) juice boxers, 100 packets (x24) Water , 40 bottles tomato & barbeque sauces, 50 packets (x50) serviettes, and 20 bags ice. 50 packets of onion	Coles Queanbeyan will receive acknowledgement by the following: • Coles online delivery service flyers • Display of a sponsorship banner supplied by QPRC • Acknowledgement by Service Manager Recreation & Culture at opening	In-Kind	\$2,700 (based on the details in blue)



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<b>IGA Bungendore</b>	Q-One Aquatics Summer Activation	Provide for the Bungendore Events: 250 Sausages, bread, juice boxers, water, tomato & barbeque sauces, serviettes, and ice. Provided watermelon staff and cooked it as well.	IGA Bungendore will receive acknowledgement by the following: • IGA Marquee & flags at the event. • Display of a sponsorship banner supplied by QPRC • Acknowledgement by Service Manager Recreation & Culture at opening	In-Kind	\$1,000 (estimate)
<b>Riverside Plaza</b>	Q-One Aquatics Summer Activation	\$5 Food Court Vouchers	Acknowledgement by Service Manager, Recreation & Culture at the closing of each event.	In-Kind	\$1,500 based on 300 being used.



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### Appendix 1 – Progress of Projects and Programs

#### Strategic Pillar 1, Community Projects and programs

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.1 Stronger Communities \$9m – Wet play area Queanbeyan Aquatic	Completed	100	The project was completed and opened to the public on 20 January 2018.	Recreation and Culture
1.1.1.1 Fernleigh Park Community Hall refurbishment	Completed	100	Project complete	Transport and Facilities
1.1.1.1 Goal Post renewal program	Completed	100	Three sets of goals replaced	Urban Landscapes
1.1.1.2 Stronger Communities \$9m – Aquatic Centre paint and restore	In Progress	25	Upon testing there were bubbles under the outside surface, caused by water, to over 80% of the covering. This means the surface needs to be replaced. A specialist company is currently developing a sample for the replacement of the pebblecrete surface. Upon receiving the sample the Heritage Committee will be consulted.	Recreation and Culture
1.1.1.2 SRV- Ingleside Park- Upgrade softfall and shade	Completed	100	Playground upgrade complete, new fence shade and improvements	Urban Landscapes
1.1.1.3 Stronger Communities \$9m - Eastern Pools	In Progress	45	The proposed works are now almost finalised, as part of a wider Ryrie Park project. Development application to be submitted in August, with works to be undertaken in the 2019 pool off season.	Recreation and Culture
1.1.1.3 SRV- Hayley Park East - Replace furniture landscape upgrade	Completed	100	Playground upgrades completed	Urban Landscapes
1.1.1.4 SRV- Jane Hodgson Park- Upgrade equipment and softfall	Completed	100	Playground upgrades completed	Urban Landscapes
1.1.1.5 Stronger Communities \$9m - Dog Park Googong	Completed	100	Project completed 30 November 2017	Urban Landscapes
1.1.1.6 Stronger Communities \$9m – Refurbish netball courts Karabar	In Progress	85	New fencing, painting and concrete work complete. Currently designing wheelchair facilities.	Urban Landscapes
1.1.1.7 Stronger Communities \$9m – Seiffert Oval spectator entrance	In Progress	85	New fencing, painting and concrete work complete. Currently designing wheelchair facilities.	Urban Landscapes
1.1.1.8 Stronger Communities \$9m – Braidwood	In Progress	25	Design and consultation complete, fisheries application lodged, currently obtaining quotes.	Urban Landscapes

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Action	Status	% complete	Progress comments	Responsible branch
<b>Rec Ground Stage 2</b>				
<b>1.1.1.9 Stronger Communities \$9m – Bungendore Rec Ground Stage 1</b>	In Progress	5	Negotiations with property owner underway, Council endorsed site and process. Survey commissioned and design work started	Urban Landscapes
<b>1.1.1.10 Stronger Communities \$9m – Queanbeyan Park central playground</b>	Completed	100	Works complete, playground being used, positive community feedback	Urban Landscapes
<b>1.1.1.11 Stronger Communities \$9m – Glebe Park Playground Queanbeyan</b>	In Progress	100	Works complete, playground being used, positive community feedback	Urban Landscapes
<b>1.1.1.12 Stronger Communities \$9m – Henderson Road Recreation Area</b>	In Progress	75	Shade sails installed, solar light installed	Urban Landscapes
<b>1.1.1.13 Stronger Communities \$9m – Upgraded community facilities Captains Flat</b>	In Progress	90	Tree Planting complete and amenities painted, playground improved and horse trough recommissioned. Community to work with artist on mural	Urban Landscapes
<b>1.1.2.1 Reconciliation Walk</b>	Completed	100	Successful event held with over 2500 participants 29 May 2018.	Community and Education
<b>1.1.2.1 Special Heritage Fund 2017-18</b>	In Progress	95	During the period a number of actions were undertaken. These included advertising for applications for Special Heritage Fund Grants, receiving and assessing two applications and reporting on these to Council's meeting of 28 February 2018. As a result Council agreed to fund two applications (Resolution No. 069/18 - 28 February 2018) with one being fully acquitted by the end of the financial year and the other being acquitted up to 40%. In relation to the latter application Council resolved (PLA067/18 - 13 June 2018).	Land-use Planning
<b>1.1.2.1 Season shows – The Q</b>	In Progress	79	The Q 2017 season concluded, and the 2018 season will launch in December.	Recreation and Culture
<b>1.1.2.2 Youth projects</b>	Completed	100	Youth Week and LiquidFest - Successful events completed over 400 attendees for both events. Early Intervention Participation Program achieved set targets from FACS, report submitted to FACS. FACS funded Young Parents Group held weekly - meeting attendance targets each week. School Holiday Programs - September, December /January, April all completed with good attendance, within budget. School programs - all sports programs completed for the year - moving into 2018/2019. Over 60 attendees each week from both QBN High Schools.	Community and Education

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Action	Status	% complete	Progress comments	Responsible branch
			Drop in - weekly targets achieved all year. Youth Interagency Network Meetings - held bi-monthly - met targets of 6/year New programs - Basketball, Girls Zone, Koori Group ongoing, meeting weekly targets. Boxing program completed.	
1.1.2.2 Special Heritage Fund – allocated in 2017	Completed	100	During the period a number of actions were undertaken. Three of these were completed by September 2017 and one was further considered by the Administrator and as result was deemed to be an application for the 2017 -18 period (Minute No 122/17 - 26 April 2017). This was completed at the end of May 2018.	Land-use Planning
1.1.2.2 Queanbeyan River Festival	Not Started	0	As per Council Resolution, The River Festival was removed from the annual calendar or events.	Recreation and Culture
1.1.2.2 Stronger Communities \$9m – Showground Grandstand Queanbeyan	In Progress	85	Upper and lower timber floors restored, roofing iron relaced and sub-floor pest management complete. Further work required in amenities.	Urban Landscapes
1.1.2.3 Rusten House Arts Centre	In Progress	20	Funding in place, DA approved, Architect appointed. Preliminary interior work commenced. Transport and Facilities to project manage building component of project.	Community and Education
1.1.2.3 Braidwood Archaeological Study	In Progress	72	Work on this project included the development of a project plan, the formation of an internal committee, the procurement of a consultant commenced, refinement of project method and plan. Discussions have concluded with the NSW Heritage Branch on the best way to proceed and an amended project brief has been awarded and work has commenced.	Land-use Planning
1.1.2.3 Carols in the Park	Completed	100	The Carols in the park event was merged with the QBN Christmas Party on the River.	Recreation and Culture
1.1.2.4 Stronger Communities \$9m –Rusten House Queanbeyan	In Progress	20	Funding in place, DA approved, Architect appointed. Preliminary interior work commenced. Transport and Facilities to project manage building component of project.	Community and Education
1.1.2.4 Australia Day Event	Completed	100	The Australia Day Event(s) are planned and ready to be delivered on Australia Day.	Recreation and Culture
1.1.2.5 Seniors Week	Completed	100	Several events were held during Seniors week across the QPRC region.	Community and Education
1.1.2.5 Queanbeyan Gift	Completed	100	The Queanbeyan Gift was run by external event organisers, and Council provided sponsorship	Recreation and Culture
1.1.2.6 Multicultural Festival	Completed	100	The Multicultural Festival successfully took place on 4 March 2018	Recreation and Culture
1.1.2.7 Oktoberfest	Completed	100	The Oktoberfest was run by external event organisers, and Council provided sponsorship	Recreation and Culture



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Action	Status	% complete	Progress comments	Responsible branch
1.1.2.8 Music By the River	Completed	100	The Music by the River Event successfully took place on 3 March 2018	Recreation and Culture
1.1.2.9 Christmas in July	Completed	100	This event was completed and delivered to the community.	Recreation and Culture
1.1.2.10 Christmas Party – Queanbeyan	Completed	100	This event was completed and delivered.	Recreation and Culture
1.1.2.11 Christmas Party - Bungendore	Completed	100	This event was prepared and ready, however, was cancelled due to forecast heavy rain.	Recreation and Culture
1.1.2.12 Christmas Party - Braidwood	Completed	100	This event was prepared and ready, however, was cancelled due to forecast heavy rain.	Recreation and Culture
1.1.2.14 Events brand creation	Completed	100	Creation of Q-One Events has now been completed.	Recreation and Culture
1.1.4.1 Purchase of E-Books	Completed	100	Monthly and annual purchase targets were met - within budget. New contracts in place for 2018-19	Community and Education
1.1.4.2 Domestic Violence initiatives	Completed	100	Completed the White Ribbon School Event in November 2017, over 250 students attended the lunch held in Bicentennial Hall.	Community and Education

### Key performance indications – Strategic Pillar 1 - Community

KPI	Result	Responsible Officer	Comment
Improved net returns from performance programs	24.30%	Service Manager, Recreation and Culture	The Q's net cost to Council reduced by 24.3%.  *Note this excludes internal attribution charges which vary from year to year.
Community and Education : Increased community participation in community service programs	5%	Service Manager, Community and Education	Aim for increase in community participation of 5 % p.a. 2017-2018 is the first full year of branch operations. Data will form a baseline for future years.
Libraries : Increased community patronage and borrowings from libraries	5	Service Manager, Community and Education	Aim for growth in community participation of 5% p.a. Library usage is changing and participation will now include programs, events, outreach activities, loans, use of technology and usage of the library as a space. Includes mobile services, and activities across the 3 branches.
Increased community participation in cultural events and exhibitions and utilisation of centres	No data	Service Manager, Recreation and Culture	All events have increased attendance numbers and all community venues had increased hire revenues.
Sporting fields prepared and presented for sports in seasons	100	Service Manager, Urban Landscapes	All sporting facilities prepared on time and to standard.
Improved net result from indoor sports and aquatic centres	-9.60	Service Manager, Recreation and Culture	Indoor Sports and Aquatic Centres net cost to Council increased by 9.6%.  *Note this excludes internal attribution charges which vary from year to year.

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### Strategic Pillar 2, Choice Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
2.1.1.1 Retail Strategy	In Progress	75	A first draft has been received. Expect completion by the end of 2018	Business and Innovation
2.1.1.2 Economic Prospectus	Not Started	0	Economic Prospectus was an anticipated component of the BBRF grant which was activated on 2 February 2018. However, budgetary constraints may prevent this from being developed. Awaiting final costings on BBRF associated projects before deciding if there are available funds for a prospectus.	Business and Innovation
2.1.1.3 Economic Development Strategy	In Progress	95	Regional Economic Development Strategy (REDS) community consultations complete. A Draft has been received and is currently being reviewed. Expect completion by the end of November 2018	Business and Innovation
2.1.1.4 QPop and Markets	Ongoing	100	The markets are up and running every Thursday in Crawford St.	Business and Innovation
2.1.2.1 Business Awards	Ongoing	75	Business Awards are ongoing. 2018 Awards are currently open for nominations	Business and Innovation
2.1.2.2 Bungendore and Braidwood Connect	Ongoing	100	Both are ongoing each month. Queanbeyan Connect commenced in March 2018 and is now ongoing on the second Wednesday of each month	Business and Innovation
2.1.2.3 Business Retention and Expansion Survey	Deferred	0	Not proceeding. The Retail Growth Strategy included a significant shopper and business research component from which data can be drawn. Budget transferred to CBD Spatial Business Plan as per third quarter review	Business and Innovation
2.1.3.1 CBD Master Planning	In Progress	25	CBD Community Values work complete. Procurement complete and Hames Sharley appointed to complete the project. A gap analysis has been complete. Expect completion at the end of 2018.	Business and Innovation
2.1.3.1 Smart Cities Digital Plan	Completed	100	Smart Community and Digital Economy Plan was endorsed at 25 October Council meeting and uploaded to QPRC website	Transport and Facilities
2.1.3.1 Stronger Communities \$9m – Town centre improvements Bungendore	In Progress	95	Trees planted, gardens refurbished and paths underway. Furniture installed, just awaiting art work for wayfinding signage	Urban Landscapes
2.1.3.2 Placemaking, Public Art and Laneways Plan and implementation	Not Started	0	Included in the CBD Spatial Business Plan (CBD Masterplan Renew) - Budget transferred to the CBD Spatial Business Plan development as per third quarter review	Business and Innovation
2.1.3.2 Stronger Communities \$9m – Streetscape improvements, Karabar	Completed	100	Works completed late 2017.	Urban Landscapes

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Action	Status	% complete	Progress comments	Responsible branch
<b>2.1.3.3 Stronger Communities \$9m – Streetscape improvements, commercial</b>	Completed	100	Funding complements grant received from NSW Government for works around Karabar commercial area, landscaping works largely complete, awaiting the installation of a light and bollards. Works complete	Urban Landscapes
<b>2.1.3.4 Stronger Communities \$9m – Lascelles street upgrade Braidwood</b>	In Progress	10	Design with Engineers	Urban Landscapes
<b>2.1.4.1 Incubator development</b>	Not Started	0	Grants unlikely to be available - will not proceed	Business and Innovation
<b>2.1.5.1 CBD Christmas Decorations</b>	Completed	100	<p>Ongoing Christmas decoration activities covered for 2017-18 include:</p> <ul style="list-style-type: none"> <li>Queanbeyan – Monaro St median sails and pole units; Decorated tree in Queen Elizabeth II Park</li> <li>Bungendore – a community-based project with the Lake George Men's Shed – ply wood cut out Christmas trees in three different sizes that were painted background colours of red &amp; green. Community groups schools etc then decorated the trees (120) with QPRC staff then installing them in and around the village.</li> <li>Braidwood – New festoon lights for the traditional Christmas tree in Ryrie Park.</li> </ul> <p>For 2018-19 – plans to introduce a similar community project as was trialed in Bungendore with the ply wood trees to Queanbeyan and Braidwood, working with the Men's Shed and community groups.</p> <p>For Queanbeyan, the current pole units and tree decorations will be renewed and a possible new tree similar to the Queanbeyan model will be purchased for Bungendore, budget permitting</p>	Business and Innovation
<b>2.1.5.1 Queanbeyan Town Approaches Projects</b>	In Progress	60	Yass Rd roundabout re-landscaped, new trees at Caltex and all medians given fresh mulch	Urban Landscapes
<b>2.1.5.2 Stronger communities \$9m - Town centre improvements Braidwood</b>	In Progress	24	Community engagement substantially complete, Council workshop 7 February 2018. Design and consultation complete, new bins and BBQ ordered, seats being refurbished	Urban Landscapes
<b>2.1.5.3 Stronger Communities \$9m – Queens Bridge approach enhancement</b>	In Progress	50	Design complete and exhibited. Some trees removed, landscaping commenced near art gallery and trees planted.	Urban Landscapes

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### Strategic Pillar 3, Character Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
3.1.1.1 Various planning proposals	In Progress	72	<p>This covers a number of planning proposals other than the Queanbeyan-Palerang Comprehensive LEP.</p> <p><b>Projects reported on include</b></p> <ul style="list-style-type: none"> <li>planning proposal which updates clauses and schedules in Queanbeyan Local Environmental Plan 2012 and which was notified on 16 February</li> <li>the rezoning of Lot 3 Majara Street Bungendore which was notified on 22 June</li> <li>7 Turallo Terrace which was listed as a heritage item and notified on 1 June</li> <li>the North Elmslea Planning Proposal which has had its planning proposal basically finalised and which has been referred to and commented on by a number of public authorities</li> <li>the Bungendore East Planning Proposal which has involved meetings with the Department of Planning and Environment and the proponents and which is also impacted by the lack of secure water.</li> <li>Sutton Planning Proposal which has had flora and fauna reports completed</li> <li>Memorial Park Planning Proposal which has included the completion of four background studies</li> <li>Federal Highway Caravan Park Planning Proposal which staff are currently surveying to determine what is there and in what state.</li> </ul>	Land-use Planning

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Action	Status	% complete	Progress comments	Responsible branch
3.1.1.2 Various Section 94 Plan Reviews	In Progress	70	<p>This include three projects</p> <ul style="list-style-type: none"> <li>• South Jerrabomberra Section 94 Plan which was finalised and notified in May (about 50% completed)</li> <li>• review of the Queanbeyan Section 94 Contribution Plan (about 10% completed)</li> <li>• A new Section 94 A Plan for Queanbeyan CBD (about 10% completed). Work done so far includes preliminary work with staff reviewing the existing section 94 plans and the issues that need to be addressed in any review.</li> <li>• Outside of nominated projects staff have also reviewed Palerang Section 94 Plan No. 11- Off-Street Car parking at Bungendore. This was finalised and notified in April.</li> </ul>	Land-use Planning
3.1.1.3 Comprehensive LEP for QPRC	In Progress	55	<p>Work included the preparation of an issues paper, the preparation of a draft local environmental plan (LEP), research into issues, the preparation of major background papers, the holding of three workshops with councillors, the preparation of a draft planning proposal and the preparation of three reports and the reporting of them to Council's meetings of 13 December (Items 12.4 and 12.5) and 28 February (Item 12.8). It also includes substantial work on the required LEP maps as well as negotiations on these with the Department of Planning and Environment. In addition, work on the associated E4 zones at Bywong and Wamboin as resolved by Council at the meeting of 13 December has involved clarification of the Department of Planning and Environment's requirements as well as those of the Office of Environment and Heritage, drafting of a brief and the identification of suitable consultants.</p>	Land-use Planning
3.1.1.4 Googong LPA Review	In Progress	72	<p>Provisions of this local planning agreement need to be upgraded. These have been subject to a number of meetings with the developers, GTPL as well as internally. Responses to the changes proposed by the developers have been forwarded to them and at the end of the financial year the developers responses had not been received although a meeting had been organised with them to discuss them.</p>	Land-use Planning

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Action	Status	% complete	Progress comments	Responsible branch
3.1.2.1 Alternate Energy Efficiency implementation under Climate Change Action Plan	In Progress	95	Solar Panels have been installed. The installation of security cages around the inverters is required before the panels can be powered up. This will be completed in September	Transport and Facilities
3.1.2.1 SRV-Riverside - Upgrade lights	In Progress	75	Tender let, geotech and final detail design complete, equipment has arrived, awaiting end of football season to install.	Urban Landscapes
3.1.2.2 Platypus Conservation projects	In Progress	10	Project funds over several years of have been put into reserve for the construction of a Platypus Viewing Platform and education deck. The idea is to incorporate an open burrow like entrance with 3d platypus and audio presentation. Total cost of project is estimated to be \$230,000. Total funds of \$112,849 has been saved in reserve for this project. Grants could be sought to assist in funding this project.	Natural Landscapes and Health
3.1.2.2 Trees for Cars/ National Tree Day	Completed	100	National Tree Day 2017 was held on Sunday 30 July and a small planting was undertaken in Braidwood with the school. Discussions are occurring with NPWS for a community planting in Queanbeyan Nature Reserve. This will involve some community engagement with local high school students to help promote the significant threatened species values of the area.	Natural Landscapes and Health
3.1.2.2 Stronger Communities \$9m - Seiffert Oval Lights Queanbeyan	Completed	100	Lights installed, tested and certified 500LUX	Urban Landscapes
3.1.2.3 Biosecurity Weed Management contract - Crown Land	Completed	100	Grant funded weed spraying on Crown Land. Control of various weed species on Crown Land in Majors Creek and Bendoura completed to protect priority environmental sites.	Natural Landscapes and Health
3.1.2.3 Stronger Communities \$9m – Upgrade lighting Margaret Donohue	Completed	100	Lights complete and tested. Certified 300 LUX	Urban Landscapes
3.1.2.4 Biosecurity Weed Management Contract - LLS Land	In Progress	90	Grant funded weed spraying on LLS land continuing. Most weed planning, control and education activities completed. Final works in progress.	Natural Landscapes and Health
3.1.2.5 River Water Sampling Plan	Completed	100	Monthly sampling has been continuing. New sites at Beltana pond and Shoalhaven River to be added to the program.	Natural Landscapes and Health
3.1.2.6 Bushland Maintenance	Completed	100	Ongoing program restricting vehicle access and maintenance of tracks and walkways. Engaged Conservation Volunteers to do planting, path management and fire management activities on Mount Jerrabomberra.	Natural Landscapes and Health

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Action	Status	% complete	Progress comments	Responsible branch
3.1.2.7 Jerrabomberra Lake Cleanout	In Progress	30	There are three proposals we are currently looking at: 1. Quotes for a fountain or aeration device to provide a safe zone for fish came in over budget. Looking for an alternative. 2. Hyperspectral Phytoplakton monitoring in partnership with CSIRO has been installed. 3. Quotes from University of Canberra for sensitive monitoring. The reports will integrate and analyse weather, water quality and blue-green algal data to both identify the major drivers of water quality in the Lake and refine the evaluation of options included in the Reservoir Doctor's (2017) report. UC believe the issues at Lake Jerrabomberra provide an ideal opportunity to undertake a student project that would leverage the capacity of UC and CSIRO in improving our understanding of the processes leading to water quality issues at the lake. Quote came in over budget and working to reduce monitoring. 4. Data loggers have been purchased direct from the manufacturer. 5. Seeking quotes for an aeration sculpture, from the company who did one at Olympic Park.	Natural Landscapes and Health
3.1.2.8 Native Fish Restocking of Queanbeyan River	Completed	100	Early in 2018, Council and NSW Fisheries released 5,000 Golden Perch into the Queanbeyan River and 5,000 Golden perch into Captains Flat Dam.	Natural Landscapes and Health
3.1.2.9 River Rehab - River Drive	In Progress	30	Natural Landscapes and Health Team will be undertaking maintenance work along the river. This will give weed sprayers variation in duties and progress ongoing regular activity. New issues have been identified such as fallen trees in river, works required on Barracks Flat Creek and landscaping in front of caravan park required in 2019.	Natural Landscapes and Health
3.1.3.1 Community events	Completed	100	Enviro Expo appeared at Queanbeyan, Braidwood and Bungendore Shows during financial year. Information report presented to Council in April 2018 which provided an overview of events. Community feedback from the three events was extremely positive with members of the public highlighting how great it was to see Council out and about in the region. The Expos were completed within the budget of \$7,000 plus the staff time in involved.	Customer and Communications

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Action	Status	% complete	Progress comments	Responsible branch
3.1.3.1 Save our Scarlet Robin Weed Management project	Completed	100	Program of controlling blackberry and sweet briar in progress.	Natural Landscapes and Health
3.1.3.2 Sustainability workshops (3)	Completed	100	Council attended the Queanbeyan, Bungendore and Braidwood Shows during the financial year to conduct Sustainability Workshops.	Natural Landscapes and Health
3.1.3.3 Smarter Action Squad	Completed	100	Group has been expanded with new members from Bungendore and Braidwood office, meetings and activities progressing.	Natural Landscapes and Health
3.1.4.1 Bungendore Structure Plan review	In Progress	71	Actions on this project include background research into economic, heritage and other matters and the development of a draft Structure Plan discussion paper which is well under way. In addition, two internal Council workshops have been held and a third has been organised. However the availability of secure water remains outstanding and further work on this project is limited until this is confirmed.	Land-use Planning

### Key performance indications – Strategic Pillar 3 - Character

KPI	Result	Responsible branch	Comment
Involvement of community and other stakeholders in environmental studies and structure plans		Service Manager, Land-Use Planning	Environmental studies and Structure Plans are yet to reach the stage of community consultation. However when they reach this stage then community consultation will be undertaken.
CBD, town centres and town entries well prepared and presented for events, holiday periods and seasons	100%	Service Manager, Urban Landscapes	CBDs and entries maintained to high standard
Statutory planning instruments (LEP, DCP) revised on five-yearly cycle	30%	Service Manager, Land-Use Planning	This is an ongoing process and for the period three LEPs were finalised and notified and one DCP. Consequently, the Branch is on track.



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### Strategic Pillar 4, Connection Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
4.1.1.1 Main Admin Building - Redevelopment	In Progress	3	Following the withdrawal of the major tenant, the site has been finalised as 257 Crawford St. Council has resolved to commission a design consultancy in 2019-20 aiming for construction in 2020-22	Contracts and Projects
4.1.1.1 Memorial Park	In Progress	75	'Gateway' process underway. All environmental studies and assessments complete.	Urban Landscapes
4.1.1.2 Queanbeyan Sewage Treatment Plant Upgrade	In Progress	4	Icon Water has withdrawn from the Project. The following milestones have been completed: <ul style="list-style-type: none"> <li>An EOI has been submitted to the SSWP for the Project.</li> <li>Tenders were called for the design, negotiations are underway</li> </ul>	Contracts and Projects
4.1.3.1 SRV - Footpath Grinding	Completed	100	Annual program complete.	Transport and Facilities
4.1.3.2 Stronger Communities \$9m – River path incl. low level footbridge	In Progress	10	Community consultation complete. Flood analysis has been completed. Site investigations have been completed. REF still to be finalised. Design and construct tender to be called in October	Contracts and Projects
4.1.3.2 SRV - Footpath Replacement	Completed	100	Annual program complete.	Transport and Facilities
4.1.3.3 Bicycle Paths - River Corridor Stage 1	In Progress	95	Path works nearing completion. Waiting for finalisation of bridge design.	Transport and Facilities
4.1.3.4 Fleet purchases	Completed	100	Program complete for this financial year.	Utilities
4.1.4.1 Ellerton Drive Extension	In Progress	45	Construction contract has been awarded. Work has commenced onsite. In-house noise mitigation inspections have commenced with initial draft reports submitted. Once agreement has been reached with property owners, works will commence in noise catchment works.	Contracts and Projects
4.1.4.1 Local Roads Operations	Completed	100	Annual local roads operations program complete.	Transport and Facilities
4.1.4.2 Roads to Recovery Program	Completed	100	The Roads to Recovery budget for the 2017-18 financial year has been spent on reconstruction projects on Nerriga Rd (Black Bobs Project) and Captains Flat Rd (Kearns Parade Project).	Transport and Facilities
4.1.4.3 Main road operations	Completed	100	Annual RMCC contract has been completed on time and within budget.	Transport and Facilities
4.1.4.4 Regional road operations	Completed	100	Regional Road Operations have been completed. All block grant, Repair program and funds have been utilised.	Transport and Facilities
4.1.4.5 State roads operations	Completed	100	Works on the RMCC contract have been completed. Works orders completed for RMS have all been completed successfully.	Transport and Facilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.4.6 Road Safety Projects	In Progress	75	<ul style="list-style-type: none"> <li>• New Three Year Road Safety Action Plan for QPRC approved by RMS in July 2017 for 2017-2020</li> <li>• Review of road network resulting in identification of 12 sites that were investigated for black spot funding. Lodgement of three submissions for black spot funding in July 2017</li> <li>• Implementation and review of a new pedestrian crossing at Bus Interchange as result of funding gained through Pedestrian Infrastructure Safety Around Schools Nominations</li> <li>• \$50k of funding obtained for pedestrian safety upgrades at Bus Interchange. Working with access consultants on design and currently preparing for construction</li> <li>• Speed trailer deployed to seven sites including first sites in Bungendore, Braidwood and 90km/h country road in Wamboin with speed reductions achieved from 2-9km.</li> <li>• Fatigue Project – free travel cups campaign run for Christmas and Australia Day supporting Braidwood Driver Reviver. Additional promotion of fatigue with banners (July for snow and Jan for summer traffic), electronic messages at VIC and social media for holiday periods.</li> <li>• Motorcycle Project – Joe Rider campaign conducted with local stakeholders in Queanbeyan and extended this year to Bungendore and Braidwood for Motorcycle Awareness Week.</li> <li>• Drink Drive – new Plan B promotion run with Oktoberfest obtaining \$4000 worth of funding to giveaway taxi vouchers to local resident to travel to and from the event. Breath testing trailer attended event in Bungendore and currently planning for breath testing trailer and Plan B support messages for Braidwood event.</li> <li>• Young Drivers – two workshops conducted with local schools, including first in Braidwood for parents teaching learner drivers. Changes to Learner and P licencing conditions promoted in community and resources distributed to relevant stakeholders including Aboriginal Specific Road Safety Resources. Planning for 2018 workshop.</li> </ul>	Transport and Facilities

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Action	Status	% complete	Progress comments	Responsible branch
			<ul style="list-style-type: none"> <li>Older Drivers – two older driver presentations conducted with local groups, including first in Braidwood and Bungendore.</li> <li>Schools Zone Safety – 700 road safety kindergarten packs distributed to all schools in LGA. Four new banners to be rolled out in schools in 2018 educating road rules for pick up/drop off in school zones. School speed zones promoted with banner, on webpage, electronic messages and social media. A number of engineering changes implemented in school zones – including six changes at Jerrabomberra Public school to improve safety, changes at Queanbeyan South and Googong.</li> <li>Kings Highway – coordinated summer campaign – the second year of new 'Slow Down – your family is counting on it'</li> <li>Pedestrian Safety - 40 pedestrian 'Look' stickers reviewed and new schedule created for roll-out of phase 2 of 'Look' stickers.</li> <li>Bus Safety – supported NSW Bus Safety week in Nov 2017 working with local stakeholders distributing resources, displaying messages at schools, bus interchange and bus depot</li> <li>Country Road Project – supported the NSW launch of this new campaign that occurred in Queanbeyan. Currently identifying roads for possible Country Road activation. In last six months ran coordinated effort on Macs Reef Road to address issues including collecting data, crash review, traffic data review, signage review, deployment of speed trailer, discussion with Police and RMS about enforcement strategies – have seen increased perception by locals on social media of police presence and enforcement on the road. Achieved 3km reduction in 85th speed percentile from speed trailer.</li> </ul>	
4.1.4.7 MR92 - Nerriga Rd - resheeting	Completed	100	Council has undertaken the resheeting works on Nerriga Road.	Transport and Facilities
4.1.4.8 MR270 - Captains Flat Rd	Completed	100	The routine capital works on Captains Flat Road for 2017-18 have been completed.	Transport and Facilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.4.9 MR270 Regional Roads Repair Program Rehab Molonglo River Dr to Douglas Cl	Completed	100	This project is now complete.	Transport and Facilities
4.1.4.10 MR92 Roads to Recovery Construct and seal Nerriga Rd (Grants Rd toward Charleyong)	Completed	100	The budget for this project was removed and reallocated to the Captains Flat Road reconstruction project, due to receiving State Government funding to reconstruct Nerriga Road.	Transport and Facilities
4.1.4.11 MR584 Regional Roads Repair Program Rehabilitation Old Cooma Rd	In Progress	40	Funding for this project is from the RMS Regional Roads Repair Program, which has been split over the 2017-18 and 2018-19 financial years. Council is currently undertaking the survey and design for the reconstruction works. Awaiting environmental approvals before works can commence onsite. Preparing for construction works to commence in October 2018.	Transport and Facilities
4.1.4.12 Back Creek Bridge replacement (MR270)	In Progress	90	The bridge construction works have been completed. Council staff are currently constructing the approaches to the bridge. Works are due to be completed in September 2018.	Transport and Facilities
4.1.5.1 WAMI Community Recycling Facility Shed	In Progress	98	Awaiting certificate of occupancy from Health and Building. Awaiting installation of security cameras from Transport and Facilities. Awaiting EPA formal launch date. Other than those, the project is complete	Utilities
4.1.5.2 Googong Development Project – Water Recycling Plant	In Progress	96	This project relates to engagement of owner's consultant (GHD) for stage C development of the Googong WRP. Stage C of the WRP has been commissioned and is currently under proving operation of the constructing contractor. Handover is expected late August or early September 2018	Utilities
4.1.5.4 Water and sewer telemetry upgrade	In Progress	93	These works are stage 1 of an overall project that are likely to continue into the 19/20 financial year. The microwave IP based backbone of both the former Palerang and Queanbeyan systems have been commissioned. Site rollout of out stations is now underway with the majority of former Palerang Sewage pump stations, the first pilot Queanbeyan SPS site and all Googong sites expected to be commissioned by August 2018.	Utilities
4.1.5.4 Sewer Mains Rehabilitation	Completed	100	This is an ongoing project conducted over multiple financial years through specialised contractor. The 2017-18 tranche of works are complete	Utilities
4.1.5.6 Bayside Sewer Pump Station Mechanical Repairs	Deferred	0	The works have been deferred pending a stocktake of priorities.	Utilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.5.6 Network capital	In Progress	92	First major works in this program (McKeanie St water main replacement) is due for completion early in 2018-19 financial year.	Utilities
4.1.5.8 Jerrabomberra Reservoir Cathodic Protection and Internal Painting	Deferred	0	These works are up for review. The Jerrabomberra reservoir does not enjoy any redundancy and serves to operate as the principal supply point for much of the city of Queanbeyan. Any proposal to temporarily take this reservoir off line for repairs will need a comprehensive plan for maintaining supply. A detailed review is proposed which will be undertaken in the 2018-19 year.	Utilities
4.1.5.8 Braidwood Sewer – Manhole upgrades	In Progress	95	First major round complete. The project is ongoing with additional significant funding in 2018-19	Utilities
4.1.5.10 Braidwood SPS#1 – Upgrade pump set	In Progress	78	Pump sets ordered. Specialist pipework contractor engaged. Level 1 electrical contractor engaged to upgrade to 100A supply. Electrical contractor engaged to provide new VSD enclosure and arrangement. Pumps on 12 week delivery schedule. Expect project completion late October	Utilities
4.1.5.10 Braidwood Water Services Replacement	Completed	100	These are works that are packaged in sections each year. A similar program is planned for 2018-19. 2017-18 tranche are now complete	Utilities
4.1.5.11 Upgrade of Shoalhaven Pump building (Braidwood)	In Progress	54	Tender out and closes mid-August 2018. Expect report to Council say September with works complete by end March 2019	Utilities
4.1.5.12 Queanbeyan Stormwater Network Maintenance	Completed	100	These are routine works.	Utilities
4.1.5.13 Stormwater Improvements	In Progress	30	Works being undertaken by contractor as per program.	Utilities
4.1.5.14 Googong Surface and Ground water monitoring	Completed	100	Works continuing although program has been modified downward as an interim measure in response to delayed commissioning of the recycled water system.	Utilities
4.1.5.15 Ground Water Monitoring	Completed	100	The 2017 study has been completed. The consultant has issued the draft report and Council comment have been returned	Utilities
4.1.5.16 Water and Sewerage Recovery Action Plans	Deferred	0		Utilities
4.1.5.17 Water Supply Operations	Completed	100	These are the routine works associated with managing Council's water supply network. Program is ongoing	Utilities
4.1.5.18 Water/sewer connections	Completed	100	Works progressing as applications come in. Program is ongoing.	Utilities

## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
<b>4.1.5.19 Bungendore Recycled Water s60 management</b>	In Progress	50	This project has commenced. The first s60 risk management workshop was held on 20 June. This involved Council staff, EPA, DPIWater Dept of Health. Soil sampling is set down for 31 July. Aim is for detailed design for STP upgrade by 31 December 2018. Budget Variation proposal to be forthcoming for required capital works thereafter.	Utilities
<b>4.1.5.22 Water/Sewer Pricing and Section 64 policy review/development</b>	In Progress	85	Relates to Palerang systems Integrated Water Cycle Management Plan study. Issues paper complete. Final two PRGs to be conducted. Expected to be held concurrently	Utilities
<b>4.1.5.23 Recycled Water Audit</b>	In Progress	88	Minor matters to be undertaken. Awaiting handover of Stage C of the Googong STP (WRP)	Utilities
<b>4.1.5.24 Braidwood Inflow/Infiltration Study</b>	Completed	100	Study complete. Next tranche is relining funded in the 2018-19 FY	Utilities
<b>4.1.5.25 Bungendore Sewer - SPS#5 refurbishment</b>	Deferred	0	Has been planned as revote to 2018-19 year	Utilities
<b>4.1.5.26 Googong Surface and Ground water monitoring</b>	Completed	100	Ongoing engagement. Program relaxed somewhat in light of delay to recycled system implementation.	Utilities

## Annual Report 2017-18

### Strategic Pillar 5, Capability Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
5.1.1.1 Tourism website	In Progress	75	Wireframes developed and coding commenced. Web content almost complete.	Business and Innovation
5.1.1.2 Visitor guide	Not Started	0	Grant funding unlikely to be available - Will not proceed in 2017-18 but may be developed in 2018-19 pending budget	Business and Innovation
5.1.1.3 Tourism promotion	Completed	100	Videos and still images developed to promote tourism and businesses in the LGA	Business and Innovation
5.1.4.1 Corporate Development Plan	In Progress	70	<p>Work continues on the development of the Organisational Development Strategy (ODS), subsequent plans and interrelated frameworks. The ODS is based on FOUR key objectives; building capability, developing capacity, maximising employee engagement and achieving organisational excellence.</p> <ul style="list-style-type: none"> <li>Building capability – A corporate LinkedIn company page has been re-established to develop employer brand and attract new talent pools. To increase collaboration and industry wide relationships, QPRC has been established as the pilot organisation for web-based national LGNSW HR meetings in the Southern Region.</li> <li>Developing capacity - a total performance management framework has been endorsed to align with a dedicated system to manage talent. Work has commenced on the scoping of this new software and the design of our performance management templates. A number of strategies for leadership development are being explored at Executive level. A strategic approach to learning and development has been taken with a matrix designed for each role, deploying and online learning management system and automation of scheduling with customers being able to select their preferred sessions.</li> <li>Maximising Employee Engagement - A draft Employee Engagement Framework has been developed for QPRC along with the launch of an organisational wide cultural survey that will involve all staff and elected members. New organisational Values are being implemented throughout the organisation with our branding progressing through conceptual phase.</li> <li>Achieving Organisational Excellence - With a focus on quality, we have implemented software to manage integrated planning</li> </ul>	Culture and Performance

## Annual Report 2017-18

Action	Status	% complete	Progress comments	Responsible branch
			requirements and aligning the Delivery Program, Operational Plan, HSEQ KPIs and Service Statements. Participating in the PWC Performance Excellence Program to continue benchmarking with other councils with the utilisation of a dedicated regional portal. The implementation of service plans that incorporate components from all sources to identify how services are delivered. A service review deep dive completed for Transport service with recommendations to implement various improvements. With the organisational headcount and full time equivalent data provided at the most recent Executive meeting in July, we are now in a position to commence the workforce analysis and forecasting to produce a detailed ODS over the coming period.	
<b>5.1.4.1 State of the City – End of Term Report</b>	Completed	100	End of Term report finalised and distributed to former councillors in March 2018	Customer and Communications
<b>5.1.4.1 IT Tablet and Phone Purchases</b>	In Progress	90	New Surface Pro and mobile devices are ready to be deployed. About three-quarters of all Service Managers have a Surface Pro 4/5/iPad Pro. The rest of the group should be completed in August.	Digital
<b>5.1.4.1 Office Renovation</b>	Completed	100	This project was completed during the financial year.	Land-use Planning
<b>5.1.4.2 Hardware Refresh – IT equipment-Budget Income</b>	In Progress	90	The Citrix server farm backend and thin client management server configuration completed. IGEL (thin client) unit's optimisation and configuration testing completed. Citrix Windows 10 pilot group is currently trialling out the new server farm. Pilot testing has been progressing well with good feedback from the users.	Digital

### Key performance indications – Strategic Pillar 5 - Capability

KPI	Result	Responsible Branch	Comment
<b>Clear line of sight of strategic directions to services and projects, and into budgets and workforce plans</b>	75	Service Manager, Customer and Communication	
<b>Improvements lead to increased contribution to annual productivity dividend</b>	25	Service Manager, Culture and Performance	Implementation of the LMS has resulted in significant savings in operational time and facilitation costs. This has resulted savings estimated at \$150,000. Review of software licenses and usage has saved \$15,100 annually. The use of google forms has increased productivity and resulted in resource and time savings.
<b>Advancement towards quality assurance accredited systems</b>	100%	Service Manager, Culture and Performance	A Stage 3, Health, Safety, Environment & Quality (HSEQ) Certification Audit was conducted on Council to identify the level of compliance against ISO14001; 2015



## Annual Report 2017-18

KPI	Result	Responsible Branch	Comment
			Environmental Management Systems, AS4801 OHS Management Systems and ISO9001 Quality Management Systems  The audit commenced on 12 June, 2018, the auditor was able to broadly sample aspects of QPRC activities, personnel, services and products.  Council received Multi Site Certification on 12 August 2018.
<b>Fit for Future financial benchmarks retained over five-year cycle</b>		Service Manager, Finance	Through adopted Delivery Program  Operating performance ratio: 18/19 3.84% 19/20 1.99% 20/21 0.46% Benchmark >0.00%  Own Source Operating Revenue 18/19 52.13% 19/20 56.20% 20/21 54.26% Benchmark >60.00%  QPRC is still not meeting own source operating revenue benchmark.  Debt Service Cover Ratio 18/19 4.85x 19/20 3.11x 20/21 2.62x Benchmark >2.00x  Infrastructure Renewals Ratio 18/19 298% 19/20 92% 20/21 79% Benchmark >100%  QPRC is proposing to drop off the renewals effort.  Asset Maintenance Ratio 18/19 2.09 19/20 1.49 20/21 1.41 Benchmark >1.00  QPRC is reducing spend on maintenance to allow greater efforts in renewals and new assets.
<b>Reduced level of unplanned network and integration failure</b>	99	Service Manager, Digital	Two major unplanned network outages for the month of July' 18 , total of 12 hours lost
<b>Unqualified external and internal audits</b>	100%	Service Manager, Legal and Risk	External audit complete and management action being progressed: internal audit program conducted and audit actions being progressed
<b>Reduced level of staff unplanned absences</b>	121 hours	Service Manager, Workplace	Total organisational sick leave taken for 2017-18 was 29,268.64 hours. This is a decrease of 121.78 hours from 2016-17.
<b>Reduced level of staff turnover</b>	1.5% reduction	Service Manager, Workplace	Permanent employees turnover in 2017/18 was 9.5% compared with 11% in 2016/17.

## Annual Report 2017-18

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KPI	Result	Responsible Branch	Comment
			A reduction of 1.5% The above percentage does not include casual employees.

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

28 NOVEMBER 2018

ITEM 12.16 QUEANBEYAN CBD RETAIL GROWTH STRATEGY

ATTACHMENT 1 EXECUTIVE SUMMARY OF ENGAGEMENT REPORT - RETAIL  
GROWTH STRATEGY

# Community Consultation Report Queanbeyan CBD Retail Growth Strategy

Ref: SF?????????

### **Executive Summary of engagement report:**

The draft Strategy was open for community consultation from the 2<sup>nd</sup> October 2018 to the 31<sup>st</sup> October 2018. It was available via Council's online Engagement Hub portal and hardcopy's available in Council Customer Service offices and Libraries in Queanbeyan, Bungendore and Braidwood.

Key recommendations from the feedback received are to:

- Improve pedestrian safety in the CBD by improving pedestrian crossings and cycle lanes connecting the CBD to surrounding suburbs.
- Improve public transport into the city
- Improve the character of the CBD through installation and integration of art to revitalise 'dead areas' in the CBD
- Use artists to generate pop-ups in the vacant shops and get more shops open in the CBD
- Redirect Kings Hwy and heavy traffic from Monaro St
- Limit signage to improve the heritage look and improve streetscape in heritage areas

### **Participation in engagement:**

There was a total of 294 visits to the Have Your Say portal with 5 new registrations to the portal and 94 downloads of the documents. There was a total of seven submissions made via the online portal – four of which were male and three female and all lived in Queanbeyan (see table below)

What is your connection to Queanbeyan-Palerang	
I live here	7
I work here	1
I own a business here	2
I am a ratepayer	3

**Comments received:**

Submitter:	Submission:	Council response	Recommendation
1	<p>Queanbeyan has great opportunities for retail, but it needs the following:</p> <p>Safe pedestrian crossings where cars give way to pedestrians, and no roundabouts. Corner of Antill St and Crawford is scary! The Woolworths / Sheedy Lane carpark is scary, and crossing Crawford St north of Morisset St is to take a risk. The roundabout on the corner of Morisset and Collett should be replaced with lights to improve safe crossing.</p> <p>CBD needs safe pedestrian and cycling connections to Queanbeyan East. The Monaro St / Bungendore Road Bridge does not have safe access on the CBD Side while Monaro St is the main road through the CBD, and will remain as such until a bypass of Queanbeyan to the north of Oaks Estate connecting with Canberra Avenue is installed. The River side of Collett St has no safe crossings for bicycles and pedestrians until north of the roundabout.</p> <p>No useful public transport to funnel people through the CBD to Canberra. QCity is expensive, and has poor</p>	<p>The issues discussed here can be addressed in the CBD Spatial Business Plan (CBD Masterplan Renewal) being completed now and the Integrated Transport Strategy (including Pedestrian Access Mobility Plan).</p> <p>The upper end of Uriarra Rd are outside the defined boundaries of the CBD and so is not included in the scope of this strategy. However, QPRC staff are always willing to help proponents develop new businesses anywhere in the LGA. It is anticipated that the completion of the Ellerton Drive extension will provide opportunities to implement traffic calming measures in the CBD</p>	<p>No change and note comments for reference to the CBD Spatial Business Plan</p>

	<p>connections. Why would I pass through the CBD and grab a bite or some victuals before continuing home as a commuter?</p> <p>Queanbeyan CBD has a retro feel (except Riverside Plaza and the Leagues Clubs, which are abominations disconnecting the CBD from the river). Opportunities for second hand and specialists stores abound all along the Uriarra Road corridor into the CBD similar to Given Tce in Brisbane, and what Braddon was five years ago. With traffic calming, and deliberate strategies of encouraging unique businesses, Queanbeyan will become a destination for Canberra.</p>		
2	Well thought through. I encourage Council to take the recommendations on board.	No comment	No change
3	<p>If I'm not mistaken, I couldn't find anything in the lengthy report which makes any reference to the positive impact that artists and their art practices can have on revitalising regional town and city centres. These central urban zones should be more than simply retail hubs. The streets and laneways of the CBD are more likely to be appealing to locals and visitors if there is some distinctive character and visual form to these areas. And this requires more than just a token wall mural. For example, parts of the Newcastle CBD were 'activated' some years ago by inviting</p>	<p>There is reference to the utilisation of art in the Strategy in the Action List and throughout the document. The use of public art is considered an effective instrument to contribute to an identity for the CBD and activate 'dead spaces'.</p> <p>In the last six months, QPRC staff have used the renew model to introduce pop-ups stores in 148/146 Monaro St and 60 Monaro St and will continue to source new shops from property owners. Success in this type of activation heavily depends on the collaboration with property owners and a willingness of proponents such as artists to utilise the space. To date sourcing both has not been easy.</p>	No change

	<p>artists/makers/writers to use empty shopfronts for fixed periods at minimal rent (mini pop-up style shops/food outlets/galleries). A similar approach was used in the early reshaping of Braddon with the 'Lonsdale Street Traders' small business complex. The New Acton precinct blends public artworks, a herb garden and a gallery space either side of a main walkway link. Clearly some parts of our local city centre streetscapes are 'dead' for pedestrians, as there is no activity there, it is poorly presented, access is awkward, or there is a lack of signage. The revitalisation and reintegration of Queanbeyan's CBD should perhaps be based on a more strongly imaginative approach, and should not try to replicate bland mainstream retail centres that exist in too many other locations. Plus on-line shopping trends will continue to impact on the viability of such retail outlet areas.</p>	<p>Revitalisation of spaces will also be addressed in the CBD Spatial Business Plan (CBD Masterplan Renewal) being completed now.</p>	
4	<p>To my mind the essential element in developing Queanbeyan CBD retail is redirecting the Kings highway from Monaro St.</p> <p>My question is - Does the Council intend to take up the above issue with the State government?                  Looking forward to seeing the eventual plan.</p>	<p>The Ellerton Drive extension is currently being completed and will reroute heavy traffic from Monaro Street.</p> <p>Council has also endorsed the renewal of Monaro St as Stage 5 of a six stage renewal program of the CBD.</p>	No change
5	<p>You should get more shops open in the main street, as it looks like a ghost town.</p>	<p>Although Council does not own vacant shops and has a limited capacity to directly influence property</p>	No change



	Get the economy back up and running and get more people shopping in Queanbeyan.	owners and landlords of vacant properties, QPRC staff are always seeking collaboration with property owners through the Spaces and Places program to fill vacant shops with temporary pop up activation. In the last six months, QPRC staff have used the renew model to introduce pop-ups stores in 148/146 Monaro St and 60 Monaro St and will continue to source new shops from property owners. Success in this type of activation heavily depends on the collaboration with property owners and a willingness of proponents such as artists to utilise the space. To date sourcing both has not been easy  The ability to do this is totally dependent on the property owner providing free or affordable use of the property for a short time.	
6	Limit garish signage to maintain and improve heritage look on main street. Improve streetscape on historically significant streets such as Macquoid street.	Signage and any work to heritage buildings is required to assess via a DA process. Macquoid St is outside the defined CBD boundary and so is outside the scope of this Strategy.	No change
7	By re-routing large vehicles such as trucks from the centre of town more people will be likely to want to spend time in the main street. As it stands it is far too loud for people in the main street. Once re-routed a main street food festival would very much encourage locals and even Canberrans to visit the region. A possible closure and foot mall of the street for a festival could also be a viable option	The Ellerton Drive extension is currently being completed and will reroute heavy traffic from Monaro Street.  Council has also endorsed the renewal of Monaro St as Stage 5 of a six stage renewal program of the CBD.  The suggestion of a foot mall and event space can be addressed in the CBD Spatial Business Plan (CBD Masterplan Renewal) being completed now	No change and note comments for reference to the CBD Spatial Business Plan



# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

28 NOVEMBER 2018

ITEM 12.17      WHAT'S YOUR STORY - QUEANBEYAN MURAL PROJECT

ATTACHMENT 1    BBRF IN YOUR FACE MURAL PROJECT CASE STUDIES

## Case Study:

Benalla Rural City Council: [www.benalla.vic.gov.au](http://www.benalla.vic.gov.au) - **Wall to Wall Festival**

Additional information taken from conversation:

- The Wall to Wall Festival evolved from a small group of people with a big idea
- The Festival became one of the most innovative community development programs in Victoria and Australia
- The Festival offers a range of meaningful ways for a broad demographic of the community to get hands on and participate
- Community engagement and participation were used as a tool for increasing community pride and cultural capital
- Their commitment to gender parody and educational programs enhances the experience and empowerment felt by the people of Benalla
- It has created long-lasting, tangible effect on the long-term social and cultural values of the community
- Privately owned walls require the permission of the owner
- Artists have free run
- For a heritage wall a report had to go to Council
- Now in its fourth year



## Case Study:

Shoalhaven City Council - [www.shoalhaven.com/blog/nowra-murals](http://www.shoalhaven.com/blog/nowra-murals) - **Nowra Murals**

Additional information taken from conversation:

- Nowra Murals are inspiring artworks that tell the stories of the Shoalhaven
- The vision and ideas of emerging street artists breathe new life into a city and have the ability to start a conversation
- The murals have transformed a once tired space and added a touch of vibrancy
- Part of their CBD Revitalisation Strategy
- Council, the Shoalhaven Historical Society and local building and business owners came together to commission a series of artist murals in the CBD
- Started with Council-owned walls
- Worked with Verb Syndicate - specialising in project management and art direction for the creative industries. Curating and promoting initiatives including public art and large-scale murals

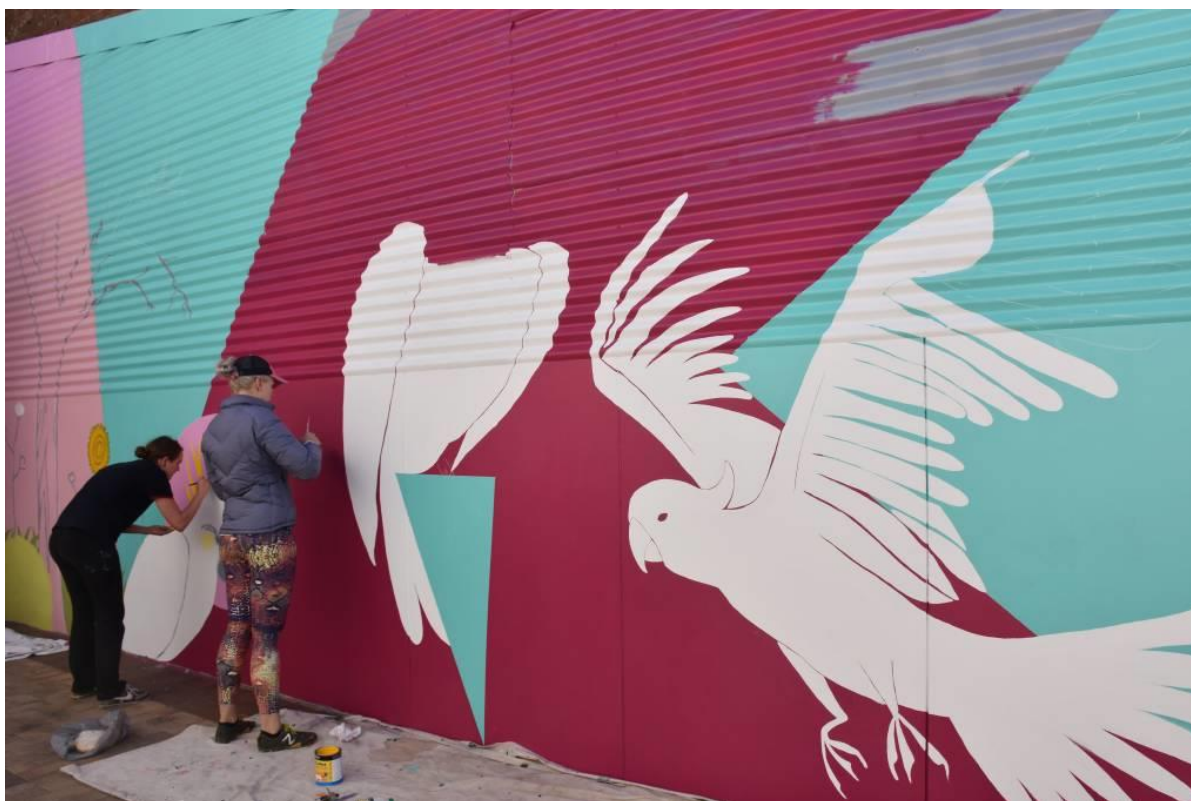


## Case Study:

[Gunnedah Shire Council](http://www.gunnedah.nsw.gov.au/) - [www.gunnedah.nsw.gov.au/](http://www.gunnedah.nsw.gov.au/) - **Gunnedah Murals**

Additional information taken from conversation:

- Part of their Vibrant Precincts Project / People, Place & Partnerships
- Called on the community to collaborate in projects of activation, and street art and murals, to bring vibrancy, action and creativity into the CBD
- There is now 'life' in the streets and in the city as a whole, Gunnedah is looking more and more vibrant and inviting
- Grant funded
- The focus was to bring activation to Gunnedah in their own way, but also to maintain and reflect their cultural identity
- Community Strategic Plan, led to community engagement, led to respondents commenting most frequently on the ugliness and neglect of public spaces - the noise, the graffiti, rubbish and general neglect
- EOI went out then panel selected the artists



# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

28 NOVEMBER 2018

ITEM 12.20      RESPITE CENTRE REQUEST FOR PROVISION OF LAND.

ATTACHMENT 1    RCQBN DOCUMENTS



Ross Road Perspective  
17 October 2018 | Cox Architecture  
Paul Walshe Consulting

COX





Floor Plan  
15 October 2018 | Cox Architecture

1:500 @ A3



***“Life is an opportunity for us to contribute something that outlasts us and makes the world a better place”***

— Apoorve Dubey

### **HOW RESPITE CARE FOR QBN CAME ABOUT?**

The ‘founding mother’ of the Cancer Support Group, Yvonne Cuschieri has provided financial support and friendship to more than 30,000 cancer sufferers and their families over the past three decades. Yvonne’s vocation began in 1985, when she raised funds to send 13 teenagers with cancer to a Canteen camp.

It wasn’t long before social workers were knocking on her door on behalf of other families needing help and Yvonne began hosting support group meetings in her dining room. From humble beginnings, the Cancer Support Group (Rise Above) now assists around 700 patients at any one time with money for treatment and ongoing living expenses.

Yvonne is always known for always putting others first, but her desire to help others affected by cancer comes from a deeply personal space.

While continuing to fight her own battle with lung cancer, she lost her son to a brain tumour in 2013. This personal pain has made Yvonne even more determined to support others and to build a respite care facility in Queanbeyan. A facility that was not available for her son prior to his passing.

To support her push to provide this facility Yvonne sponsored a petition which has been signed by over 2,000 people in Queanbeyan including a large majority of the doctors in Queanbeyan.

### **FACTS ABOUT CARER’S**

Carers provide ongoing unpaid support to family members or friends who need help because of terminal or chronic illness. Providing respite care facilities is an important aspect of delivering integrated care that is patient-centred.

Supporting carers is the responsibility of all levels of Government and the community as a whole.

Carers play a critical role in our community by supporting family and friends. It is estimated it would cost in NSW alone over \$40 billion to replace the hours of care provided each year.

According to the Carers NSW 2016 Carer Survey carers’ self-reported wellbeing continues to be significantly lower than the general Australian population. Most carers not only require health services and specific supports for the person whom they care, but also for themselves.

Across NSW there are approximately 905,000 carers or 11.9% of population. Over 290,000 people are primary carers.

There are in excess of 4,500 unpaid carers in the Queanbeyan/Palerang area.





## OUR VISION

To partner with Government, Business and the local Community to build and administer a purpose built respite care facility in Queanbeyan. The facility will support carers and provide short-term professional residential care for people aged 18 to 59 years suffering from a terminal or chronic illness.

## OUR OBJECTIVES

1. To establish a respite care facility for the local Community of Queanbeyan and its surrounding region.
2. To provide short-term residential accommodation for people between the ages of 18 and 59 years who are suffering from a terminal or chronic illness.
3. To build premises to house the respite care facility.
4. To raise funds for the establishment of the respite care facility.
5. To raise funds for the ongoing administration and support of the respite care facility.
6. To ensure that the respite care facility is maintained as a centre of excellence.
7. To ensure that the respite care facility is staffed by people who are properly trained and who are empathetic with the needs of its residents.
8. To provide support services for families with family members resident within the facility.
9. To provide carers with a break knowing their loved one are being well cared for so they can re-energise and continue their responsibilities as a carer.

## OUR BOARD

The board of directors is made up of the following community minded Queanbeyan residents:

- Patron – *Dr. Allan Hawke AC*
- President – *Paul Walshe OAM*
- Vice President – *Kenrick Winchester*
- Secretary/Public Officer – *Hugh Percy*
- Treasurer – *Mary Loft*
- Committee – *Yvonne Cuschieri OAM*
- Committee – *Dr. Dennis Pisk*
- Committee – *Tony Woods*

## WHAT DO WE WANT TO BUILD?

A state-of-the art purpose built 6 bedroom respite care facility in Queanbeyan.

The land required for the facility is 1500m<sup>2</sup> and the cost to build the facility would of \$1.5m.

## WHO WILL USE THE FACILITY?

The respite care facility will provide short-term (maximum of 2 weeks) professional residential care for people aged 18 to 59 years suffering from a terminal or chronic illness.

The facility will support carers in Queanbeyan Palerang Region.

In most cases the residents utilising the facility will be at the chronic or recovery phase and require low to medium care support.

The chronic phase refers to the period of time when people are adjusting to their terminal diagnosis. They may or may not be receiving treatment during this stage, but requires the need of a carer.

The recovery phase does not mean people are actually recovering from the disease and heading towards wellness. It refers to an emotional recovery, whether or not you are in remission and requires the need of a carer.

All people will require their doctors approval prior to utilising the respite care facility.

The facility does not cater for people in the terminal phase. These people at this point require palliative care support such as a hospice.

## WHO WILL OPERATE THE FACILITY?

Further discussion will need to take place with the Federal and State Governments to work through and develop an agreed operating and financial model for the respite care facility.

Our vision is to partner with Government, Business and the local Community to build and administer the respite care facility. There are organisations such as the Disability Trust who currently provide highly professional care and support to people with disabilities and their families. They currently run the Ricky Stuart Foundations respite care facility Emma Ruby House in Cook ACT.

However, residents can expect the very best care available, from expertly trained, compassionate professional people who love what they do.

The facility will be subject to an Accreditation process and will be assessed according to Accreditation Standards. Staff will be chosen because of their appropriate skills and their caring and approachable nature. All staff must pass a series of compulsory checks to work within the facility.

For further information contact **Paul Walshe** on **0414515663** or email **walshie@homemail.com.au**