



# **Ordinary Meeting of Council**

**28 February 2018**

**UNDER SEPARATE COVER  
ATTACHMENTS**

**ITEMS 12.17, 12.18,  
12.19, 12.22 AND 12.23**



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

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# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**28 FEBRUARY 2018**

ITEM 12.17      QPRC EVENTS STRATEGY

ATTACHMENT 1    QPRC EVENTS STRATEGY - FINAL DRAFT



## **DRAFT EVENTS STRATEGY 2018 - 2025**

QPRC Events



**Offices:** Council headquarters – 256 Crawford St  
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**EVENTS HAVE CLEARLY EVIDENCED LINKAGES TO ECONOMIC GROWTH, BUILDING COMMUNITY IDENTITY, ACTIVATING SPACES, AND FOSTERING PARTNERSHIPS BETWEEN BUSINESSES, THE COMMUNITY AND OTHER STAKEHOLDERS.**

## Overview

The Queanbeyan-Palerang Regional Council (QPRC) recognises the importance of events in its Tourism Plan 2017- 2025 and the Community Strategic Plan 2018-2028. Events have clearly evidenced linkages to economic growth, building community identity, activating spaces, and fostering partnerships between businesses, the community and other stakeholders.

The benefits of community and economic events, especially in terms of enhancing community cohesion and building social capital, have become even more vital since the amalgamation of the former Queanbeyan and Palerang councils. Events are a recognised means of identifying opportunities for greater collaboration and a platform to strengthen the community, the economy, and the region as a whole.

The festivals and events that occur in the QPRC region have attracted strong and increasing support and have contributed to a sense of community, cultural identity and pride. Events will continue to deliver these community outcomes through lifestyle and leisure enhancement, cultural development, increased tourism, volunteer participation, fundraising, infrastructure and economic development including the creation of local jobs.

The desirability of the Queanbeyan-Palerang region as an event destination is continuing to grow. This strategy seeks to establish a clear vision and roadmap to enable continuing success. It recognises the need for both fixed and flexible arrangements as the demand for Council assistance increases. Fixed responses, to build clarity around expectations and possibilities and flexible responses to enable Council to optimise unforeseen opportunities in this space.

Events strategy 2018 - 2025  
QPRC Events

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## Vision

The Queanbeyan-Palerang region is recognised across ACT and NSW as a destination of choice for events.

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## Mission

To work with community and industry to support and enhance the delivery of events in the region.

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## Goals

The goal of the QPRC Events Strategy is to create a framework that both informs and enables Council to:

- attract and develop new events,
- enhance and grow current events,
- create significant economic and community benefit, and
- align to the Community Strategic Plan and subsequent Strategic Pillars and key goals of Council.

QPRC places priority on events that:

- attract significant numbers of interstate and/or international participants and spectators,
- occur outside the tourism peak season of December–February,
- increase the event profile and branding of QPRC,
- increase the livability for residents of the Local Government Area,
- are reliable and well-managed,
- are relevant to QPRC's identified tourism strengths with an emphasis on: arts and creativity, nature and outdoors, food & wine, heritage and sport/adventure and have regional value; and
- promote diversity, accessibility and inclusion.



## Summary of benefits of events

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### Economic benefits

Economic benefits refer to the total amount of additional expenditure generated as a direct consequence of staging the event.

- Visitor expenditure
- Additional expenditure (by businesses who cater to visitors or support the event)
- Increased consumer and business confidence
- Showcase local industries, acting as a catalyst for unconnected economic growth and tourism appeal
- Infrastructure and economic development
- Increased knowledge concerning the potential for investment and commercial activity in the region

### Tourism benefits

Tourism benefits refer to increasing visitor numbers to the region.

- Attract new visitors from outside the region
- Increase the length of visitor stay
- Increase visitor expenditure
- Increase exposure leading to increased future visitation (from both residents and visitors)
- Convert a long-term desire to visit a destination into actual visitation and possibly relocation
- Attract patrons who then also support other attractions and accommodation



### Marketing and branding benefits

Marketing and branding benefits refer to visibility, connection, community loyalty and trust.

- Creation and strengthening of QPRC brand awareness
- Showcase the region to potential visitors
- Promotion of the QPRC region as a highly-desirable place to live, to work, to invest and to play
- Market the region as a destination with interesting attractions (events)
- Connecting producers directly with consumers (meet the makers)
- Opportunities for newsworthy and timely marketing messages to keep the region front of mind
- Opportunities for collaborative, cost effective promotional and marketing strategies
- Increased profile of Council as a key part of the community

### Social benefits

Social benefits refer to increased quality of life and community social cohesion.

- Entertainment and social opportunities
- Increased sense of community wellbeing
- Increased community participation and involvement
- Build community capacity through skill development
- Build social capacity and local leadership
- Increased sense of civic pride
- Increased sense of place for local residents
- Opportunities to work together, share knowledge, information and resources
- Bring communities together
- Encourage more active lifestyles
- Enhanced cultural connection and development
- Improved lifestyle and leisure
- Increase levels of accessibility and inclusion.







## Competitive Advantage

The QPRC region enjoys a number of significant competitive advantages in event development and delivery. These advantages provide a strong platform for success and include:

- an engaged and well-networked community with an established record of supporting local community groups and events;
- the experience and community capacity to achieve events of regional and (growing) state significance;
- the required infrastructure, venues/facilities and associated services to adequately meet the needs of existing and future events<sup>1</sup>;
- a reputation for distinctive and unique food and wine and 'makers' industries;
- a positive reputation as a region where unique and unusual things happen<sup>2</sup>;
- a rural setting, that benefits from close proximity to Canberra and Sydney<sup>3</sup>.

These competitive advantages are becoming increasingly apparent and have resulted in the attraction of a range of new and relocated events. Further interest and growth is anticipated as the tourism options become integrated as part of an event, rather than the region simply offering a location for an event.

Local enthusiasm for events is also a significant asset and should be harnessed and built upon. Community support is demonstrated in a range of ways including;

- involvement in event organisation and delivery
- financial contribution
- 'in-kind' support
- volunteering and
- direct access to member networks and community members.

QPRC has a long history of hosting major events. For example, the region has hosted several national sporting championships in the past decade and is growing in popularity as a destination for national car, motorcycle and club rallies. The region also has a strong reputation as a creative hub for artists.

With this growing reputation, and identification of favorable competitive factors, it is necessary to apply a focused approach to the identification of new event options that complement and enhance the events that already exist.

<sup>1</sup> This is particularly the case with respect to sporting and cultural events.

<sup>2</sup> This is particularly relevant in the Braidwood and Bungendore regions where artists, outdoor recreation, and commercial attractions have established a distinct unique reputation for being quirky and different.

<sup>3</sup> This is beneficial when attracting the visiting friends and relative (VFR) market.

## Council's Role

Council plays numerous roles within the local events industry including;

- event provider
- event supporter
- event sponsor
- venue provider and/or
- event regulator.

This strategy outlines these roles and provides clarity and direction for both internal and external stakeholders. As events are a crucial element in activating the LGA, a successful and sustainable approach to events is essential. There is a growing trend for councils to assist and support events rather than owning and managing them internally. This strategy will present three categories, outlining the role Council plays in each.

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## Council's Events Team

The role of Council's Events Team is to;

- deliver Council's civic events and functions;
- deliver Council's 'signature' events; and
- support local event organisers and other branches of QPRC through strategies to; provide, partner, promote, deliver and evaluate.

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## Council's Service Branches

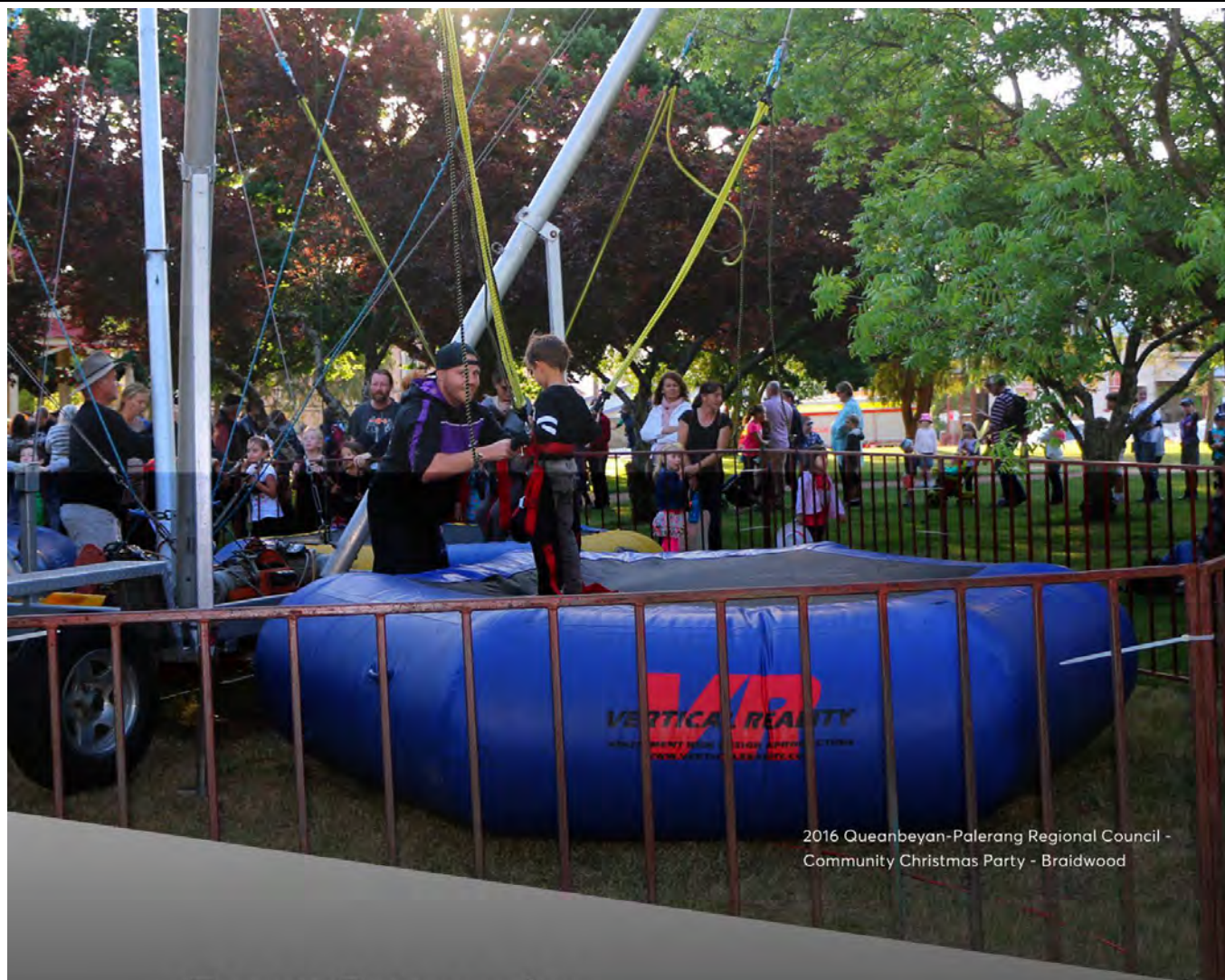
The role of Council's Service Branches is to;

- deliver targeted events specific to a service area e.g. NAIDOC Week;
- deliver associated services that support the compliant operation of all events e.g. regulator, subject matter expert or venue operator; and
- combine with Council's Events Team to ensure the delivery of strategic services - provide, partner, promote and evaluate to external event providers.









2016 Queanbeyan-Palerang Regional Council -  
Community Christmas Party - Braidwood

## Event Categories

### Category One: Civic and Social Engagement

Events with the primary purpose of enhancing community inclusion and social engagement within the Local Government Area. They also include events that are undertaken by Council to meet civic responsibility. Category one events are delivered by QPRC.

#### Category One Objectives:

- Be undertaken to meet Council's civic responsibilities.
- Contribute to the enhancement of community inclusion and social justice.
- Contribute to the enhanced liveability of the LGA.

## Category Two: Places, Spaces and Liveability

- a. General: Events or festivals with the primary purpose of celebrating local culture and/or promoting the liveability of the Local Government Area.
- b. Placemaking: Events or activities with the primary purpose of activating spaces and places in town and city centres that inspire creativity and vitality in the public realm and contribute to economic and social activity.

Category two events are a combination of QPRC and externally managed events.

### Category Two Objectives:

- Attract people from around ACT/NSW.
- Contribute to the growing reputation of QPRC as a region where interesting things happen.
- Contribute to the enhanced livability of the LGA.
- Be distinctive, if not unique, to the QPRC region.
- Contribute positive economic benefits to the QPRC business community.
- Contribute to a positive social fabric and sense of community connection.
- Activate the various venues and landmarks of our LGA.
- Specifically activate town and city centres.

## Category Three: Promoting QPRC (Be Here)

Events or festivals with the primary purpose of promoting visitor generation within the Local Government Area. Category three events are predominately externally managed.

### Category Three Objectives:

- Have a state or national profile.
- Attract interstate visitors, as well as intrastate visitors.
- Be distinctive, if not unique, to the QPRC region.
- Contribute significant economic and/or visitor generation to the LGA.
- Contribute to the growing reputation of QPRC as a region where interesting things happen.
- Contribute to the enhanced livability of the LGA.







2016 Queanbeyan-Palerang Regional Council -  
Community Christmas Party - Bungendore

## Category 1 Civic and Social Engagement

Events with the primary purpose of enhancing community inclusion and social engagement within the Local Government Area. They also include events that are undertaken by Council to meet civic responsibility.

Examples:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Australia Day (Civic)	✓			✓		
Seniors Week		✓				
Reconciliation Walk		✓				✓

Category 1 - Internal Events - are managed internally and are funded annually within the budget of the branch responsible for the event's delivery.





## Category 2 General: Places, Spaces and Liveability

Events or festivals with the primary purpose of celebrating local culture and/or promoting the liveability of the Local Government Area.

Example Events:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Community Christmas Parties*	✓			✓		✓
Multicultural Festival*	✓			✓		✓
Christmas in July Markets*	✓			✓		✓
Car Shows (Various)			✓	✓		✓
Liquidfest		✓		✓		✓
Bungendore Harvest Festival			✓			✓

\* Signature Events

Events strategy 2018 - 2025  
QPRC Events

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Southern Harvest Farmer's Market Queanbeyan

## Category 2 Place making: Places, Spaces and Liveability

Events or activities with the primary purpose of activating spaces and places in town and city centres; that inspire creativity and vivacity in public realm and contribute to economic and social activity in central business districts.

	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Example Events:						
Summer Activation		✓		✓		
Harvest Markets				✓		✓
Red Umbrella Markets		✓		✓		✓

Category 2 - General and/or Placemaking - Internal Events: are managed internally and are funded annually within the budget of the branch responsible for the event's delivery.

Category 2 - General and/or Placemaking - External Events: are managed by external organisations and operators.

Note: Category 2 events can evolve over time into Category 3 events, if they grow to a point where they attract significant attendees from outside the region.

### Category 3 Promoting QPRC (Be Here)

Events or festivals with a primary purpose to showcasing and attracting visitors to the region.  
These events focus on creating significant economic and/or visitor generation within the Local Government Area.

Example Events:	Ownership			Additional Event Links		
	Council Events Team	Council Service Branches	External Event	Council Venue	Council Sponsored	Regulatory Approvals
Canberra Symphony Orchestra*	✓			✓	✓	✓
Oktoberfest			✓	✓	✓	✓
Shakespeare on the River			✓	✓	✓	✓
Major Sporting Tournaments (e.g. Kanga Cup & The Gift)			✓	✓	✓	✓
Major Sporting Fixtures (e.g. Raiders)			✓	✓	✓	✓

Category 3 - Internal Events – are managed internally and are funded annually within the budget of the branch responsible for the event's delivery.

Category 3 - External Events – are managed by external organisations and operators.

Note: Category 2 events can evolve over time into category 3 events, if they grow to a point where they attract significant attendees from outside the region.







## Strategies and Objectives

### Provide

Provide the local industry, being event organisers and associated suppliers, with professional connections and information to enhance their overall capacity to deliver high quality and sustainable events.

- 1.1 Establish a proactive local events network, with the goal of strengthening the event management capacity of local event organisers.
- 1.2 Provide local event organisers with a 'QPRC Event Tool Kit' to support organisers in their preparation, delivery and statutory requirements.
- 1.3 Provide a clear internal process for receiving and responding to event support requests.
- 1.4 Develop event frameworks that collect feedback, evaluate and measure the success of an event.

### Partner

Partner with the local industry, being event organisers and associated providers, in the attraction, development and delivery of the regions event offerings.

- 2.1 Guide and support event organisers.
- 2.2 Establish a QPRC 'Event Assistance Scheme' for Category Two events.
- 2.3 Establish a QPRC 'Event Sponsorship Scheme' for Category Three events.
- 2.3 Establish links for event organisers to State and Federal Government initiatives and funding opportunities.

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## Promote

Promote the region's reputation as a premier event destination, demonstrating the capacity to attract, deliver and retain quality events.

- 3.1 Develop improved processes for QPRC to support and promote existing local events.
- 3.2 Promote and educate the broader community and local business community of the value events add to the region.
- 3.3 Develop a process to support and transition events from a dependent to an independent and sustainable state.

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## Deliver

Deliver Council events that engage the community and provide a sense of pride and ownership.

- 4.1 Plan and deliver Council's 'signature' events.
- 4.2 Plan and deliver Council's civic events and functions.
- 4.3 Plan and deliver Council's internal branch events.

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## Evaluate

Evaluate the ongoing balance, delivery and effectiveness of events to provide a holistic approach and to ensure the delivery of social, cultural and/or economic outcomes for the region.

- 5.1 Annually evaluate Council's 'signature' events to ensure they meet the agreed performance measures and therefore are delivering continued economic and social value to the community.
- 5.2 Bi-annually evaluate applications for the QPRC 'Event Assistance Scheme'.
- 5.3 Annually evaluate the 'return on investment' delivered by recipients of the QPRC 'Event Sponsorship Scheme'.
- 5.4 Review the region's event calendar to identify opportunities to address potential gaps, with priority given to ensuring a balanced calendar of events.



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# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**28 FEBRUARY 2018**

ITEM 12.18      POLICY FOR ENGAGEMENT OF VOLUNTEERS

ATTACHMENT 1   DRAFT POLICY FOR THE ENGAGEMENT OF VOLUNTEERS

# **Draft Policy for the Engagement of Volunteers**

<b>Date policy was adopted:</b>	
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	
<b>Reference number:</b>	

## **1. OUTCOMES:**

This policy establishes an equitable, transparent and accountable management framework to ensure that volunteering at Queanbeyan-Palerang Regional Council (QPRC) is a mutually beneficial and safe activity for both prospective volunteers and for the organisation.

## **2. POLICY:**

QPRC welcomes, encourages and supports the participation and involvement of the community through volunteering. It is committed to ensuring appropriate policies and procedures are in place to ensure best practice in the recruitment, orientation, training, safety and well-being, supervision/management, support, acknowledgement and retention of volunteer roles.

Council aims to provide accessible volunteering opportunities that are meaningful and rewarding for our diverse communities.

Volunteers contribute to the political, economic, environmental and cultural well-being of the community by:

- Strengthening community cohesion, intergenerational exchange, social wellbeing and trust;
- Expanding the capacity to respond to the needs of citizens through a range of services and activities
- Engaging the community in protecting local resources, improving the physical environment and support for environmental issues
- Encouraging understanding of, and acceptance of, culture diversity and difference
- Providing people with the opportunity to contribute

## **3. SCOPE OF THE POLICY:**

The Volunteer Policy applies to:

- Committees of Council
- All individuals applying to volunteer with Council
- All individuals volunteering with Council
- All individuals and organisations undertaking volunteer work on Council property, but not under the direction of Council i.e. Service clubs, Clean Up campaigns, Environmental Groups etc.
- Staff engaging and/or managing volunteers

Volunteers complement, but do not replace, the services and programs provided by paid staff. Therefore, volunteers will not be used to undertake the following types of work:

- Physical labouring roles that require a level of fitness, physical capability and certificates to undertake;

- Supervision or management roles that have a level of accountability and delegated authority to act;
- Funded project work that requires paid staff to develop, deliver and evaluate; and
- Work experience not supported or approved by a school or an academic institution.

In addition, volunteering support from Council staff members can be requested for particular events (e.g. Christmas in July). As with individuals external to Council an assessment is undertaken of that staff member's ability to undertake the role for that event and the impact of their volunteering on their normal work with Council.

It is not expected that employees who are required to organise and coordinate events for Council as part of their roles to volunteer their time during their event. All Award provisions and entitlements will apply.

#### **4. DEFINITIONS:**

Volunteers are people who wish to remain linked to community services and have the capacity to generously offer their time and expertise.

Volunteering is defined as an activity that is:

- Of benefit to the community and the volunteer
- Undertaken at the volunteer's own free will and without coercion
- Not compulsorily undertaken, such as community service, or to receive pensions or government allowances
- For no monetary reward
- A recognised activity that is supported by induction and supervision

Volunteering is not work experience or a substitute for paid work.

#### **5. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS:**

Once engaged, volunteers will be subject to a range of regulatory standards similar to those for paid workers. These include:

- Work Health and Safety Act 2011
- Work Health and Safety Regulations 2011
- Local Government Act 1993
- Anti Discrimination Act 1977
- QPRC Code of Conduct
- Local Government (State) Award

Good practice guidance and benchmarks are also provided in:

- The National Standards for Volunteer Involvement 2015

## **6. PROCESS:**

The following process is consistent with Council's commitment to maintain best practice standards in volunteering.

### **6.1 Development of Role Statement**

Prior to the engagement of a volunteer, the supervisor will develop a role statement (description) to outline the specific volunteer role and the expectations of Council. This statement will provide clarity in outlining the specific tasks required in the role.

### **6.2 Application Process**

Potential volunteers must complete an application form including name, address and emergency contact details. Where relevant, this form may also include areas of interest, applicable skills or background and times and days of availability.

Prospective volunteers will be required to meet with the supervisor and, depending on the duration and complexity of the role, may be required to attend a formal interview and/or provide referees.

### **6.3 Selection and Appointment**

Applications will be assessed by the supervisor and a formal acknowledgement of result will be sent to all applicants. Successful applicants will receive a formal offer detailing the terms of agreement. Formal acceptance will be acknowledged by the signing of this offer. The Supervisor will then liaise with the successful applicant regarding start dates and hours.

### **6.4 Security Checks/ References**

A Working with Young Person Check and/or Police check may be required for some roles. If the Police Check confirms a criminal record, the Supervisor will assess the suitability of the applicant against the role. If a clearance to work in a child-related position is not received, the applicant will be unable to work in this type of role. References may be contacted to confirm an applicant's identity and check suitability for the work.

### **6.5 Work Health and Safety**

Supervisors are responsible for providing volunteers with Council's Work Health and Safety Policy and procedures, and any other relevant safe work procedures that are applicable. Volunteers will follow all safe work procedures and seek instruction when required. It is a standard condition of consent that all work is carried out in accordance with the Work Health and Safety Act 2011.

### **6.6 Incidents**

Volunteers must report incidents to their supervisor as soon as possible. Details of all incidents and emergencies involving volunteers will be recorded by the Supervisor and reported to the Risk Management area.

### **6.7 Insurance**

Council's Public Liability/Professional Indemnity and Personal Accident insurance extends to volunteers undertaking tasks for Council. Volunteers are not entitled to workers compensation under the Workers Compensation ACT 1987 or the Workplace Injury Management and Workers Compensation Act 1998, but have limited benefits under



Council's personal accident insurance. On request, Council will provide detailed information on insurance coverage for volunteers.

#### **6.8 Induction and Training**

Volunteers will be assigned a supervisor who will be responsible for providing access to necessary training. Volunteers will begin with an identified trial period after which they will be assessed on whether they are suitable for the role.

#### **6.9 Reimbursement of Expenses**

If out-of-pocket expenses are incurred as part of their role, volunteers may be reimbursed. All expenses must be authorised in writing by the supervisor before they are incurred. Expenses such as travel (to and from Council), meals and child care are not reimbursable costs.

#### **6.10 Media Protocols**

Only authorised Council personnel will provide comments to the media. All media enquiries must be directed to the Service Manager, Communication and Customer Service. Volunteers should not offer to answer any questions or comment in any way.

#### **6.11 Confidentiality**

Volunteers working with Council must keep all privileged information in relation to Council, staff and customers confidential. Information affecting the health and safety of customers, staff or others including members of the public should be reported to council.

#### **6.12 Driving**

If requested to drive a Council vehicle, the volunteer must have a valid current Drivers Licence and provide a copy of this licence to their supervisor.

#### **6.13 Absences**

Volunteers must report their absence from volunteer work as soon as possible to their supervisor to ensure that alternative arrangement can be made.

#### **6.14 Ceasing of Volunteer Arrangement**

Cessation can occur by either party. Council requests one week's notice and will attempt to give the same notice period in normal circumstances. All volunteers are required to return any property, files (electronic or otherwise) etc. belonging to Council prior to leaving.

### **7. RESPONSIBILITIES**

Manager/Supervisor/Coordinator's responsibilities include:

- Ensuring all documentation is finalised prior to using volunteers;
- Ensuring all volunteers are aware of their roles and responsibilities;
- Providing training, direction and supervision of volunteers;
- Providing a safe, harassment free workplace for all volunteers;
- Conducting appropriate recruitment and selection exercises for volunteers;

- Ensuring that all staff behave in a safe manner;
- Consulting with volunteers on issues that affect their health and safety in the workplace;
- Dealing with volunteer grievances and complaints in an efficient and effective manner;
- Promptly reporting all incidents, accidents, illnesses and risks to health and safety;

Volunteer Responsibilities include:

- Diligently, reliably and efficiently undertaking the role as outlined in the Position Description;
- Disclosing conflicts of interest or pecuniary interests as they arise;
- Respecting the confidentiality of information provided to them in the course of their volunteering;
- Actively and constructively contributing to the team and work place;
- Not being under the influence of illegal drugs and alcohol while performing their duties;
- Understand and adhere to Council's Code of Conduct;
- Working in a safe manner and not putting other volunteers or staff members at risk;
- Providing appropriate notice for non attendance for duty;
- Advise manager/supervisor/coordinator at the earliest opportunity of any medical condition relevant to the efficient performance of duties;
- Follow directions and instructions provided by their manager/supervisor/coordinator or other Council staff member.

<b>POLICY:-</b>	
<b>Policy No:</b>	
<b>Policy Title:</b>	
<b>Date Policy was adopted by Council:</b>	
<b>Resolution Number:</b>	
<b>Previous Policy Review Date:</b>	
<b>Next Policy Review Date:</b>	
<b>PROCEDURES/GUIDELINES:-</b>	
<b>Date Procedure/Guideline (if any) was developed:</b>	
<b>RECORDS:-</b>	
<b>Container Reference in TRIM: Policy</b>	SF080759
<b>Container Reference in TRIM: Procedure</b>	
<b>Other locations of Policy:</b>	Intranet (linked to TRIM Container)
<b>Other locations of Procedures/Guidelines:</b>	Intranet (linked to TRIM Container)
<b>DELEGATION (if any):-</b>	
<b>RESPONSIBILITY:-</b>	
<b>Draft Policy developed by:</b>	
<b>Committees (if any) consulted in the development of the Draft Policy:</b>	
<b>Responsibility for Implementation:</b>	
<b>Responsibility for Review of Policy:</b>	

<b>INTEGRATED PLANNING FRAMEWORK:</b>	
<b>Strategic Direction (CSP):</b>	
<b>Service:</b>	
<b>Program:</b>	

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

<b>DATE REVIEWED</b>	<b>REVIEWER POSITION</b>	<b>REVIEWER NAME</b>

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**28 FEBRUARY 2018**

ITEM 12.18      POLICY FOR ENGAGEMENT OF VOLUNTEERS

ATTACHMENT 2    NATIONAL STANDARDS FOR VOLUNTEER INVOLVEMENT  
2015



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# THE NATIONAL STANDARDS FOR VOLUNTEER INVOLVEMENT

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## Introduction

Volunteer involvement is a critical part of Australian society. It contributes to civil society and active participation in building strong, inclusive, and resilient communities. It underlies innovation and social change, our responses to community need and community challenges, and it brings together and supports the local strengths and assets of communities.

There are important benefits to both organisations and to volunteers when volunteers become involved in organisations.

Volunteer involvement can contribute to, and extend the capacity of, organisations to meet aims and goals. Volunteers can provide the time, skills, expertise and points of view that enable an organisation to pursue programs and activities that benefit the community.

For individuals, volunteering provides an opportunity to be involved in activities reflecting their interests and using their skills. Meaningful activity in turn promotes a sense of belonging and general wellbeing. Volunteering can also be a way to develop skills, potential pathways to employment, or a way to contribute existing skills for the common good.

Volunteer involvement is a two-way relationship, providing an opportunity for organisations to achieve their goals by involving volunteers in their activities, and for volunteers to make meaningful use of their time and skills, contributing to social and community outcomes.





THE NATIONAL  
STANDARDS FOR  
VOLUNTEER  
INVOLVEMENT

## The National Standards – Aims and Principles

The **National Standards for Volunteer Involvement** (the National Standards) replace the **National Standards for Involving Volunteers in Not-for-Profit Organisations**. The National Standards have been developed in consultation with the volunteering sector to support the involvement of volunteers and act as a resource for organisations in which volunteers are involved. They provide a framework for organisations to consider the role of volunteers within the organisation and the impact effective volunteer involvement can have on achieving the strategic goals and aims of the organisation.

The National Standards have been designed to help organisations:

- incorporate the values and maximise the benefits of volunteer involvement
- develop effective volunteer involvement strategies and practices
- involve volunteers in meaningful and useful activities that contribute to the outcomes of the organisation's work
- ensure the rights of volunteers are protected and that they are supported to carry out their roles and responsibilities.

The National Standards incorporate the following principles:

- Volunteer involvement should be a considered and planned part of an organisation's strategic development, aligning with the organisation's strategic aims and incorporated into its evaluation framework.
- Effective volunteer involvement requires organisational leadership, and a culture and structure that supports and values the role of volunteers.
- Volunteers have rights, which include the right to work in a safe and supportive environment with appropriate infrastructure and effective management practices.
- Volunteers have responsibilities, which include acting responsibly, being accountable for their actions to the organisation, and respecting the organisation's values and practices.



THE NATIONAL  
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## Using the National Standards

The National Standards allow organisations to make use of simple, practical criteria across a broad range of volunteering situations.

There are 8 standards addressing the key areas of volunteer involvement:

1. Leadership and management
2. Commitment to volunteer involvement
3. Volunteer roles
4. Recruitment and selection
5. Support and development
6. Workplace safety and wellbeing
7. Volunteer recognition
8. Quality management and continuous improvement

Each standard contains the intent of the standard, a statement that defines the scope of the standard and the criteria against which the level of achievement of that standard can be assessed.

This document provides the content of the National Standards and details of the types of practices and evidence that an organisation might need to meet the standards. More detailed explanations, examples and tools are provided in a separate set of implementation resources.

The National Standards are primarily for the use of organisations that include volunteers in their personnel. They are not intended to apply to the activities of volunteers themselves. Organisations that do not have any paid employees, or groups of volunteers coming together to organise their own activities, may find the National Standards useful for guiding some of their work, or for working towards a more formal organisational structure, but it is not intended that volunteer groups meet the National Standards.

Guidance on applying the National Standards in volunteer run organisations is included in the implementation resources.

Organisations can use the National Standards in a number of ways:

- as a general guide to good practice;
- as an audit tool that provides a picture of how well the organisation is performing against best practice for volunteer involvement;
- as a guideline or checklist to help identify opportunities for making improvements;
- as a framework of reference to assist in planning and establishing a new volunteer service;
- as a baseline from which progress in making improvements can be monitored and measured;
- as a way of gaining formal recognition for good practice from Volunteering Australia by meeting the National Standards.

An organisation that is able to demonstrate compliance with the standards is well positioned strategically to recruit and retain more volunteers, as well as attract funding or sponsorship for new initiatives.

The standards are intended to be flexible enough to apply to different sizes of organisations with varying levels of resources, in both rural and urban settings, led by employees or by volunteers.

Some standards or criteria may only apply to particular volunteering situations. A full guide to applying the National Standards is available as part of the implementation resource materials.

## Standards Overview



THE NATIONAL  
STANDARDS FOR  
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INVOLVEMENT

### STANDARD 1: LEADERSHIP AND MANAGEMENT

**The governing body and senior employees lead and promote a positive culture towards volunteering and implement effective management systems to support volunteer involvement.**

- 1.1 Responsibilities for leading and managing volunteer involvement are defined and supported.
- 1.2 Policies and procedures applying to volunteers are communicated, understood, and implemented by all relevant staff across the organisation.
- 1.3 The organisation's risk management processes are applied to the organisation's volunteer involvement.
- 1.4 Volunteer involvement records are maintained.
- 1.5 Processes are in place to manage relationships with partner agencies in collaborative volunteer activities.  
*(This criteria only applies to organisations working with other organisations in a collaborative activity involving volunteers and/or sharing responsibility for particular volunteers).*

### STANDARD 2: COMMITMENT TO VOLUNTEER INVOLVEMENT

**Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction.**

- 2.1 The organisation publicly declares its intent, purpose and commitment to involving volunteers.
- 2.2 Volunteer involvement is planned and designed to contribute directly to the organisation purpose, goals and objectives.
- 2.3 Resources (including time, funds, equipment and technology) are allocated for volunteer involvement.

### STANDARD 3: VOLUNTEER ROLES

**Volunteers are engaged in meaningful roles which contribute to the organisation's purpose, goals and objectives.**

- 3.1 Volunteer roles are designed to contribute to the organisation's purpose, goals and objectives.
- 3.2 Volunteer roles are appropriate for the community, service user or stakeholder groups with which the organisation works.
- 3.3 Volunteer roles are defined, documented and communicated.
- 3.4 Volunteer roles are reviewed with input from volunteers and employees.



## Standards Overview



THE NATIONAL  
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### STANDARD 4: RECRUITMENT AND SELECTION

**Volunteer recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers.**

- 4.1 If the organisation recruits volunteers, it uses planned approaches to attract volunteers with relevant interests, knowledge, skills or attributes.
- 4.2 Potential volunteers are provided with relevant information about the organisation, the volunteer role and the recruitment and selection process.
- 4.3 Volunteers are selected based on interest, knowledge, and skills or attributes relevant to the role, and consistent with anti-discrimination legislation.
- 4.4 Screening processes are applied to volunteer roles that help maintain the safety and security of service users, employees, volunteers and the organisation.

### STANDARD 5: SUPPORT AND DEVELOPMENT

**Volunteers understand their roles and gain the knowledge, skills and feedback needed to safely and effectively carry out their duties.**

- 5.1 Volunteers are provided with orientation relevant to their role and responsibility.
- 5.2 Volunteers knowledge and skills are reviewed to identify support and development needs.
- 5.3 Volunteers knowledge and skill needs relevant to their roles are identified, and training and development opportunities are provided to meet these needs.
- 5.4 Volunteers are provided with supervision and support that enables them to undertake their roles and responsibilities.
- 5.5 Changes to the involvement of a volunteer are undertaken fairly and consistently.

### STANDARD 6: WORKPLACE SAFETY AND WELLBEING

**The health, safety and wellbeing of volunteers is protected in the workplace.**

- 6.1 Effective working relationships with employees, and between volunteers, are facilitated by the organisation.
- 6.2 Processes are in place to protect the health and safety of volunteers in their capacity as volunteers.
- 6.3 Volunteers have access to complaints and grievance procedures.



## Standards Overview



THE NATIONAL  
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### STANDARD 7: VOLUNTEER RECOGNITION

**Volunteer contribution, value and impact is understood, appreciated and acknowledged.**

- 7.1 The governing body and employees understand how volunteers benefit the organisation, service users and the community.
- 7.2 Volunteers are informed about how their contributions benefit the organisation, service users and the community.
- 7.3 The organisation regularly acknowledges contributions made by volunteers and the positive impact on the organisation, service users and the community.
- 7.4 Volunteer acknowledgement is appropriate to the volunteer role and respectful of cultural values and perspectives.

### STANDARD 8: QUALITY MANAGEMENT AND CONTINUOUS IMPROVEMENT

**Effective volunteer involvement results from a system of good practice, review and continuous improvement.**

- 8.1 Policies and procedures are implemented to effectively guide all aspects of volunteer involvement.
- 8.2 Volunteer involvement is regularly reviewed in line with the organisation's evaluation and quality management frameworks.
- 8.3 The organisation's performance with volunteer involvement is monitored and reported to the governing body, employees, volunteers and stakeholders.
- 8.4 Opportunities are available for volunteers to provide feedback on the organisation's volunteer involvement and relevant areas of the organisation's work.



THE NATIONAL  
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## Standards criteria and evidence

The following section provides a guide to the types of practices and evidence that will demonstrate that an organisation meets a standard. Not all evidence would apply to every situation or organisation, and the specific requirements for a formal recognition of meeting the standards will depend on an organisation's size, resources, complexity and types of volunteer involvement.

Resources and tools for organisations using the National Standards for self-assessment, or to apply for formal recognition, are provided in the implementation resource materials.



## Standards criteria and evidence

### THE NATIONAL STANDARDS FOR VOLUNTEER INVOLVEMENT

#### STANDARD 1: LEADERSHIP AND MANAGEMENT

**The governing body and senior employees lead and promote a positive culture towards volunteering and implement effective management systems to support volunteer involvement.**

Effective leadership ensures the aims and values of volunteer involvement are promoted within the organisation, and that there is clear accountability for the implementation of volunteer involvement.

Effective management ensures that processes and systems are in place to implement positive volunteer involvement.

Meeting this standard assists the organisation to provide clear direction and guidance for the work of volunteers, as well as understand and mitigate any risks related to involving volunteers.

<b>1.1</b>	<b>Responsibilities for leading and managing volunteer involvement are defined and supported.</b>
Evidence	<p>Specific responsibility for providing leadership and managing the implementation of volunteer involvement is assigned.</p> <p>Volunteer involvement responsibilities are documented through position descriptions, delegation authorities, policies and procedures.</p> <p>Employees and governing body members understand and action their volunteer involvement responsibilities.</p> <p>Employees with direct responsibility for volunteer involvement have relevant qualifications, skills or experience for the role.</p>
<b>1.2</b>	<b>Policies and procedures applying to volunteers are communicated, understood, and implemented by all relevant staff across the organisation.</b>
Evidence	<p>Employees, governing body members and volunteers receive information, orientation and training on the organisation's volunteer policies and procedures.</p> <p>Compliance with volunteer policies and procedures is regularly monitored and improved.</p>
<b>1.3</b>	<b>The organisation's risk management processes are applied to the organisation's volunteer involvement.</b>
Evidence	<p>Risk management systems are in place to identify, assess and respond to risks relating to volunteer involvement.</p> <p>Volunteer risk management is overseen by management and the governing body.</p> <p>Volunteers are informed of potential risks and are supported to manage or mitigate risk factors.</p>
<b>1.4</b>	<b>Volunteer involvement records are maintained.</b>
Evidence	<p>Required information to be collected from volunteers is identified.</p> <p>Information from screening checks for volunteers are documented and kept secured.</p> <p>The organisation has documented and implemented processes that comply with privacy legislation for securely managing volunteer personal and confidential information.</p> <p>Records of volunteer contribution, achievements and acknowledgement are maintained by the organisation.</p>
<b>1.5</b>	<b>Processes are in place to manage relationships with partner agencies in collaborative volunteer activities. (This criteria only applies to organisations working with other organisations in a collaborative activity involving volunteers and/or sharing responsibility for particular volunteers).</b>
Evidence	<p>Agreed frameworks and practice principles for co-design of volunteer involvement are documented.</p> <p>Expectations of volunteers and agreements about respective roles of the parties are documented.</p> <p>Procedures for evaluating progress and outcomes are documented.</p> <p>Arrangements and agreements are reviewed on a regular basis.</p>

## Standards criteria and evidence



THE NATIONAL  
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### STANDARD 2: COMMITMENT TO VOLUNTEER INVOLVEMENT

**Commitment to volunteer involvement is set out through vision, planning and resourcing, and supports the organisation's strategic direction.**

Setting out its commitment to volunteer involvement ensures that the organisation has a clear idea of why it is involving volunteers, the values and principles it will apply in its work with volunteers, and how the involvement of volunteers will enhance and support the work of the organisation.

Meeting this standard assists the organisation to approach the involvement of volunteers in a planned manner, making sure that resources are allocated and that it is accountable for the way it works with volunteers.

<b>2.1</b>	<b>The organisation publicly declares its intent, purpose and commitment to involving volunteers.</b>
Evidence	<p>A formal statement, endorsed by the governing body, articulates the organisation's philosophy, direction and broad objectives for involving volunteers.</p> <p>The benefits to the work of the organisation of involving volunteers is recognised through its planning processes and documents.</p> <p>The organisation's commitment to volunteer involvement complies with legislation, industry standards, guidelines and codes of practice.</p>
<b>2.2</b>	<b>Volunteer involvement is planned and designed to contribute directly to the organisation's purpose, goals and objectives.</b>
Evidence	<p>The organisation's broader planning processes incorporate volunteer involvement.</p> <p>Volunteer involvement planning identifies strategies for recruitment, recognition, management and development of volunteers.</p> <p>Proposed volunteer involvement is assessed to ensure appropriateness and benefit.</p> <p>Volunteer involvement plans align to the organisation's purpose, goals and objectives and volunteer activity contributes directly to these.</p> <p>The organisation is open to opportunities for collaborating with other agencies in involving volunteers.</p>
<b>2.3</b>	<b>Resources (including time, funds, equipment and technology) are allocated for volunteer involvement.</b>
Evidence	<p>A budget is allocated and used for volunteer involvement planning, operations and review.</p> <p>The governing body, employees and volunteers dedicate time to plan, discuss and manage volunteer involvement.</p> <p>Equipment, materials, communication technology and space are provided which support volunteers to undertake their roles.</p> <p>A policy and procedure exists for reimbursement for volunteer out of pocket expenses.</p> <p>Staff with volunteer involvement responsibilities are provided with training, supervision and resources to effectively undertake this role.</p>



## Standards criteria and evidence



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### STANDARD 3: VOLUNTEER ROLES

**Volunteers are engaged in meaningful and appropriate roles which contribute to the organisation's purpose, goals and objectives.**

Volunteer roles ensure that the work done by volunteers is defined, and that it meets both the needs of the volunteer and the objectives of the organisation.

Meeting this standard assists the organisation to match volunteers with appropriate work roles, provide relevant and satisfying activities for volunteers and ensure that involvement of volunteers contributes to the organisation.

<b>3.1</b>	<b>Volunteer roles are designed to contribute to the organisation's purpose, goals and objectives.</b>
Evidence	Descriptions of volunteer roles indicate how the role contributes to the organisation's purpose, goals and objectives.
<b>3.2</b>	<b>Volunteer roles are appropriate for the community, service user or stakeholder groups with which the organisation works.</b>
Evidence	Volunteer roles reflect current developments in volunteering, volunteer availability and ways of involving volunteers.  Volunteer roles and activities are designed to attract people with relevant attributes, and a diversity of experience and interest.
<b>3.3</b>	<b>Volunteer roles are defined, documented and communicated.</b>
Evidence	The relationship between volunteer and employee roles is defined.  Volunteer roles meet the requirements of the <i>Fair Work Act</i> , or subsequent legislation addressing volunteer work.  Volunteer roles have written descriptions that include duties, responsibilities, and accountabilities.  Current volunteer role descriptions are distributed and readily available to all relevant employees and volunteers of the organisation.
<b>3.4</b>	<b>Volunteer roles are reviewed with input from volunteers and employees.</b>
Evidence	Feedback from current and exiting volunteers is sought and used to review the relevance and appropriateness of volunteer roles and activities.  The governing body, management and staff contribute to the development and review of volunteer roles.

## Standards criteria and evidence



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### STANDARD 4: RECRUITMENT AND SELECTION

**Volunteer recruitment and selection strategies are planned, consistent and meet the needs of the organisation and volunteers.**

Recruitment and selection ensures that the organisation is effective in attracting appropriate volunteers and in screening to maintain safety and security.

Meeting this standard helps the organisations ensure prospective volunteers are provided with information to make informed decisions about working with the organisation and to implement consistent procedures for assessing, selecting and placing new volunteers.

<b>4.1</b>	<b>If the organisation recruits volunteers, it uses planned approaches to attract volunteers with relevant interests, knowledge, skills or attributes.</b>
Evidence	Recruitment and selection of volunteers is guided by the organisation's broader plan for volunteer involvement.  Targetted methods are used to advertise and communicate volunteer opportunities.
<b>4.2</b>	<b>Potential volunteers are provided with relevant information about the organisation, the volunteer role and the recruitment and selection process.</b>
Evidence	Information is readily accessible to potential volunteers about the organisation and volunteer roles.  Details of volunteer roles, organisation expectations of the role, and the recruitment and selection process are provided in print, electronically and/or face-to-face.  An identified person is available as a contact for potential volunteers throughout the recruitment and selection process.  Volunteer applicants are informed of recruitment and selection outcomes and offered feedback, as relevant to the role.
<b>4.3</b>	<b>Volunteers are selected based on interest, knowledge, skills or attributes relevant to the role, and consistent with anti-discrimination legislation.</b>
Evidence	A documented selection process is followed to match volunteer interest, knowledge, skills or attributes with suitable roles.  Volunteer recruitment and selection complies with anti-discrimination legislation.
<b>4.4</b>	<b>Screening processes are applied to volunteer roles that help maintain the safety and security of service users, employees, volunteers and the organisation.</b>
Evidence	Volunteer screening requirements are documented, applied and meet legislative requirements.  Volunteer reference checks are undertaken as appropriate to the role.  Guidelines are applied to determining the types of convictions or disciplinary actions that preclude people from becoming volunteers, and to informing people about how their personal history may be used for decision making.

## Standards criteria and evidence



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### STANDARD 5: SUPPORT AND DEVELOPMENT

**Volunteers understand their roles and gain knowledge, skills and feedback needed to safely and effectively carry out their duties.**

Support and development ensures that the organisation has processes to equip volunteers to perform their roles well and in line with the organisation's needs.

Meeting this standard assists the organisation to identify and provide orientation, skill development and ongoing support needed by volunteers, and to manage situations fairly and consistently where a volunteer may not be meeting the requirements of their role.

<b>5.1</b>	<b>Volunteers are provided with orientation relevant to their role and responsibility.</b>
Evidence	<p>Orientation requirements for all volunteer roles are documented and implemented.</p> <p>Volunteer orientation includes information about the organisation, their role and how it contributes to organisation's goals and objectives.</p> <p>Volunteers are made aware of their rights and responsibilities related to the role and to the organisation.</p> <p>Volunteers understand and agree to a code of conduct and/or rights and responsibilities statement.</p> <p>Relevant policies, such as reimbursement of out of pocket expenses, are explained to volunteers.</p>
<b>5.2</b>	<b>Volunteers' knowledge and skills are reviewed to identify support and development needs.</b>
Evidence	<p>Processes are in place to regularly review volunteers' knowledge and skills in relation to the roles they undertake.</p> <p>New roles and development opportunities are offered to existing volunteers where appropriate.</p> <p>Volunteers' knowledge and skills are reviewed when new roles and duties are implemented.</p>
<b>5.3</b>	<b>Volunteers' knowledge and skill needs relevant to their roles are identified, and training and development opportunities are provided to meet these needs.</b>
Evidence	<p>The organisation's workforce development planning incorporates the needs of volunteers.</p> <p>Where appropriate, volunteers receive practical instruction on how to perform their roles and responsibilities safely and effectively.</p> <p>Relevant training and development opportunities are offered to volunteers to meet their knowledge and skill needs for the roles they undertake.</p>
<b>5.4</b>	<b>Volunteers are provided with supervision and support that enables them to undertake their roles and responsibilities.</b>
Evidence	<p>Volunteers are assigned organisation supervisors and support contacts appropriate to their role.</p> <p>Volunteer supervision and review is conducted for individual and/or teams of volunteers, matched to the roles.</p> <p>Discussions are held with individual and/or teams of volunteers on achievements and areas for development.</p>
<b>5.5</b>	<b>Changes to the involvement of a volunteer are undertaken fairly and consistently.</b>
Evidence	<p>Fair and transparent procedures are in place for changing the role or nature of the involvement of a volunteer.</p> <p>Fair and transparent procedures are in place for ending the involvement of a volunteer, for whatever reason.</p> <p>Volunteer performance or misconduct issues are promptly identified, recorded and addressed in line with principles of natural justice.</p>



## Standards criteria and evidence



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### STANDARD 6: WORKPLACE SAFETY AND WELLBEING

**The health, safety and wellbeing of volunteers is protected in the workplace.**

Workplace safety and wellbeing ensures that the organisation includes volunteers in its health and safety procedures, and recognises its duty of care to volunteers.

Meeting this standard assists the organisation to meet its obligations for the health and safety of volunteers, manage risk and provide a supportive and responsive workplace for volunteers.

<b>6.1</b>	<b>Effective working relationships with employees, and between volunteers, are facilitated by the organisation.</b>
Evidence	Structured processes are in place for relevant staff to communicate and/or meet with volunteers. Where requested, volunteers are provided with opportunities and resources to meet collectively regarding their work with the organisation.
<b>6.2</b>	<b>Processes are in place to protect the health and safety of volunteers in their capacity as volunteers.</b>
Evidence	Health and safety management policies and procedures include volunteers. Volunteers are insured for personal injury and liability. Volunteers have access to the same post-incident debriefing and support provided to employees. Expectations and limits of volunteer roles, including time commitments and any designated hours are agreed with volunteers, and individual workloads of volunteers are monitored and managed.
<b>6.3</b>	<b>Volunteers have access to complaints and grievance procedures.</b>
Evidence	Volunteers are given information about how to make a complaint or raise a concern within the organisation and to relevant external bodies. Grievances from volunteers are managed consistently, transparently, equitably and in line with principles of natural justice.

## Standards criteria and evidence



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### STANDARD 7: VOLUNTEER RECOGNITION

**Volunteer contribution, value and impact is understood, appreciated and acknowledged.**

Volunteer recognition ensures that the organisation understands the contribution made by its volunteers and that it lets them know that this contribution is appreciated.

In assessing the impact of volunteer contribution, the organisation should consider the results of the work performed by volunteers, the value to the organisation, and less tangible benefits such as volunteer contributions to change and innovation.

Meeting this standard assists the organisation to develop and maintain a respectful relationship with its volunteers, ensuring that volunteers are encouraged to actively participate in the business of the organisation, provide feedback and appreciate the way their work benefits the organisation.

<b>7.1</b>	<b>The governing body and employees understand how volunteers benefit the organisation, service users and the community.</b>
Evidence	People at all levels of the organisation are informed of, and can articulate, the organisation's reasons and benefits for involving volunteers.  The governing body, employees and volunteers are involved in the evaluation of volunteer involvement.
<b>7.2</b>	<b>Volunteers are informed about how their contributions benefit the organisation, service users and the community.</b>
Evidence	Volunteers are informed of the organisation's reasons and benefits for involving volunteers.  Volunteers are provided with feedback on the impact and value of their contribution to the organisation and its work.
<b>7.3</b>	<b>The organisation regularly acknowledges contributions made by volunteers and the positive impact on the organisation, service users and the community.</b>
Evidence	The organisation plans and schedules activities to acknowledge the contribution, value and impact of volunteers at individual and group level.  References and statements of service are provided to volunteers as appropriate.  The governing body and management take an active role in volunteer acknowledgement.
<b>7.4</b>	<b>Volunteer acknowledgement is appropriate to the volunteer role and respectful of cultural values and perspectives.</b>
Evidence	Volunteers are consulted on appropriate acknowledgement.  Volunteer acknowledgement is provided in a variety of formats appropriate to the volunteer role and volunteer.  Activities that acknowledge volunteers align with the volunteer's culture and perspectives.

## Standards criteria and evidence



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### STANDARD 8: QUALITY MANAGEMENT AND CONTINUOUS IMPROVEMENT

**Effective volunteer involvement results from a system of good practice, review and continuous improvement.**

Quality management and continuous improvement ensures that the organisation has a way of monitoring how well its involvement of volunteers is working, and of identifying and implementing ways of improving the outcomes for both volunteers and the organisation. This includes monitoring and reviewing:

- how well volunteer recruitment and management systems are working for volunteers and the organisation;
- the extent to which volunteer involvement is providing a positive impact on the organisation outcomes;
- how effectively volunteer time is being used.

Meeting this standard assists the organisation to follow good practice in its policies and procedures, implement processes for review and evaluation, and systematically make ongoing positive change.

<b>8.1</b>	<b>Policies and procedures are implemented to effectively guide all aspects of volunteer involvement.</b>
Evidence	<p>Volunteer involvement strategies, policies and procedures are informed by current best practice and meet legislative requirements.</p> <p>The organisation's policies and procedures effectively guide volunteer involvement practice.</p> <p>All employees and volunteers are made aware of and understand policies and procedures relating to volunteer involvement.</p> <p>Volunteer involvement policies and procedures are reviewed and improved on a regular schedule.</p> <p>Processes are in place for identifying, implementing and communicating required changes to volunteer involvement policies and procedures.</p>
<b>8.2</b>	<b>Volunteer involvement is regularly reviewed in line with the organisation's evaluation and quality management frameworks.</b>
Evidence	<p>Quantitative and qualitative performance data is used to monitor, review and improve the organisation's volunteer management systems, effectiveness of volunteer contribution and impact on outcomes.</p> <p>Feedback from volunteers, employees and other stakeholders is used to inform improvements to volunteer involvement.</p>
<b>8.3</b>	<b>The organisation's performance with volunteer involvement is monitored and reported to the governing body, employees, volunteers and stakeholders.</b>
Evidence	<p>Quantitative and qualitative performance data relating to the organisation's volunteer involvement objectives are identified, collected and analysed.</p> <p>Performance data is used to regularly evaluate the organisation's volunteer involvement.</p> <p>Targeted reports on the organisation's volunteer involvement performance are communicated to the governing body, employees, volunteers and stakeholders on a regular schedule.</p>
<b>8.4</b>	<b>Opportunities are available for volunteers to provide feedback on the organisation's volunteer involvement and relevant areas of the organisation's work.</b>
Evidence	<p>Feedback and input from volunteers about their experience as volunteers is regularly sought.</p> <p>A range of methods is used to gain volunteer feedback, appropriate to volunteers and their roles.</p> <p>Volunteers are provided opportunities to contribute to the review and development of the organisation.</p> <p>Data is collected, analysed and used to evaluate volunteer role satisfaction.</p>





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## Glossary

**Audit:** Examination of an organisation's data and processes to determine performance against criteria, specific procedures or standards. An audit may be undertaken by the organisation and/or an independent authority.

**Comply/compliance:** Meeting and/or fulfilling official requirements, particularly in relation to government and industry legislation, regulation and standards.

**Continuous/quality improvement:** Ongoing review and adaption to improve services, processes or products. Improvements may be incremental over time, or significant stand-alone advancements.

**Criteria:** The specific requirements that need to be met.

**Data:** Information collected for use in planning, decision making or evaluation.

**Employees:** Paid personnel (see 'Staff').

**Evaluation:** The formal process of assessing how successful an activity, program or plan has been.

**Evidence:** Documents, reports or other information that demonstrate compliance or performance.

**Governance:** The legal authority of a corporate governing body to make decisions and establish policies and plans.

**Governing body:** The group of people legally responsible for governance of the organisation (usually a Board of Directors or members of a management committee).

Members of the governing body are usually voluntary (not paid) but are not defined as volunteers for the purposes of the National Standards.

**Monitor:** To check, supervise, observe critically, or record the progress of an activity, action or system on a regular basis to identify change.

**Objectives:** Results or outcomes that an organisation wants to achieve with its planned activities. Sometimes the term 'objective' is used interchangeably with the terms 'goal' or 'aim'.

**Organisation culture:** The commonly held beliefs and attitudes within an organisation.

**Policy:** Concise formal statements which outline what the organisation adheres to and aims to achieve on particular matters.

**Procedure:** Details and steps of how an organisation's policy is to be applied and achieved.

**Qualitative:** Relating to the quality of something rather than its quantity.

**Quality:** The standard of a service, process or product.



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**Quality management:** Organisational processes for maintaining and improving desired levels of service delivery and operational standards. The intent of quality management for the organisation in working towards its strategic goals is to provide the best possible experience and outcomes for service users, staff, governing body members, and stakeholders.

**Quantitative:** Relating to a measure or number – how many, how long, times.

**Risk:** The chance of something happening that will have an adverse impact on an organisation's objectives. Risk is measured in terms of likelihood and consequences.

**Risk management:** Ongoing identification, analysis, assessment and control or elimination of risk to the organisation.

**Staff:** People employed by the organisation to undertake defined roles and responsibilities; includes both paid personnel (employees) and unpaid personnel (volunteers).

**Stakeholders:** Any person or organisation with an interest in the operations of a particular activity or organisation.

**Standards (industry or service standards):** Specific procedures or outcomes that organisations can follow to meet requirements or implement good practice within an industry area.

**Strategic/Strategic directions:** Planned course of action based on an analysis of the organisation's operating environment and internal resources.

**Verification:** Checking of evidence to ascertain compliance.

**Volunteers:** Unpaid personnel (see 'Staff').





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[www.volunteeringaustralia.org](http://www.volunteeringaustralia.org)

#### **VOLUNTEERING ACT**

Level 2, 202 City Walk  
Canberra ACT 2601  
T: 02 6251 4060  
E: [customer.service@volunteeringact.org.au](mailto:customer.service@volunteeringact.org.au)  
[www.volunteeringact.org.au](http://www.volunteeringact.org.au)

#### **THE CENTRE FOR VOLUNTEERING**

Level 3, 40 Gloucester Street  
The Rocks NSW 2000  
T: 02 9261 3600  
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[www.volunteering.com.au](http://www.volunteering.com.au)

#### **VOLUNTEERING QUEENSLAND**

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T: 07 3002 7600  
E: [vq@volqld.org.au](mailto:vq@volqld.org.au)  
[www.volqld.org.au](http://www.volqld.org.au)

## **THE NATIONAL STANDARDS FOR VOLUNTEER INVOLVEMENT**

**20  
15**

#### **VOLUNTEERING SA&NT**

Level 5, 182 Victoria Square  
Adelaide SA 5000  
T: 08 8221 7177  
E: [reception@volunteeringsa-nt.org.au](mailto:reception@volunteeringsa-nt.org.au)  
[www.volunteeringsa-nt.org.au](http://www.volunteeringsa-nt.org.au)

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E: [admin@volunteeringtas.org.au](mailto:admin@volunteeringtas.org.au)  
[www.volunteeringtas.org.au](http://www.volunteeringtas.org.au)

#### **VOLUNTEERING VICTORIA**

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West Melbourne VIC 3052  
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E: [info@volunteeringvictoria.org.au](mailto:info@volunteeringvictoria.org.au)  
[www.volunteeringvictoria.org.au](http://www.volunteeringvictoria.org.au)

#### **VOLUNTEERING WA**

City West Lotteries House  
2 Delhi Street  
West Perth WA 6005  
T: 08 9482 4333  
E: [info@volunteeringwa.org.au](mailto:info@volunteeringwa.org.au)  
[www.volunteeringwa.org.au](http://www.volunteeringwa.org.au)

Volunteering Australia would like to thank the many individuals, organisations and networks that gave valuable feedback during the review process. In particular, we would like to thank the National Standards Working Group - Volunteering SA&NT, Volunteering WA and Volunteering Tasmania - for driving the project, and the Project Reference Group which included representatives from each State and Territory. We would also like to thank Breaking New Ground as principal consultants to this project, the staff of Volunteering SA&NT, and other State and Territory volunteering peak bodies.



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**28 FEBRUARY 2018**

ITEM 12.19      DRAFT QPRC SOCIAL MEDIA POLICY

ATTACHMENT 1      DRAFT QPRC SOCIAL MEDIA POLICY - FEBRUARY 2018

# **Draft Social Media Policy**

<b>Date policy was adopted:</b>	.... 2017
<b>Resolution number:</b>	
<b>Next Policy review date:</b>	By September 2021
<b>Reference number:</b>	

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## 1. OUTCOMES

- 1.1 Social media offers the opportunity for people to gather in online communities of shared interest and to create, share and consume content. It is an important communication channel that Queanbeyan-Palerang Regional Council (QPRC) uses to engage directly and effectively with our community
- 1.2 This policy provides guidance and a consistent framework for the use of social media when conveying communications relating to Council's business. Its objective is to protect the integrity, security and reputation of QPRC and its staff, while maintaining a high level of service to the community.

## 2. SCOPE OF THE POLICY

- 2.1 This policy applies to all Council officials, including councillors, Council staff, members of Council's committees and s355 committees, contractors and delegates, and in particular, any person who has delegated authority to make comment on Council's social media sites.
- 2.2 The policy does not apply to the personal use of social media platforms where the user makes no reference to Council or any of Council's employees, contractors, other Council officials, related entities or any other person or organisation providing services to or on behalf of Council.

## 3. DEFINITIONS

*Authorised person* — a staff member who has administration rights to any Council-operated social media accounts and is able to post and manage content. Administration access may be in the form of knowledge of user names and passwords, or direct administration access.

*Content* – Any material that is published on social media, including, but not limited to, text, images, graphics, videos, GIFs.

*Council officials* — councillors, members of staff of Council and other approved delegates, including volunteers and chairs of Council committees.

*Moderator* — refers to the management of moderated mailing lists and/or information on any of Council's social media accounts by authorised staff known as moderators. Moderators are responsible for supervising and recording comments and messages, and can reply to these comments.

*Inappropriate content* includes:

- (a) offensive language or content
- (b) discrimination on the basis of race, creed, colour, age, religion, gender, marital status, status with regard to public assistance, national origin, physical or mental disability and sexual orientation
- (c) sexual or links to sexual content
- (d) solicitation of commerce
- (e) illegal activity
- (f) the compromise of safety and security of the public or public systems



(g) violation of a legal ownership interest of any other party

(h) political campaign materials or comments.

*Online communities* — the online audience that subscribes and/or contributes to Council's social media accounts.

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

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

*Personal use* — using social media in a personal capacity and acting independently from a QPRC representative.

*Public information* — any information that is:

- available on Council's website;
- a decision or document adopted by Council;
- of public interest that does not disclose personal information;
- included in Council's Information Guide, published in accordance with the GIPA Act.

Information not regarded as public information includes:

- personal details of staff or ratepayers;
- discussion of Council business in closed session;
- information contained in correspondence (emails, phone, letters) between staff and customers (internal and external).

*Social media* — the term commonly given to internet-based tools and platforms that act as channels for sharing and communicating information, opinions, knowledge and interests online.

*Social networking* — involves the building of online communities or networks to encourage participation and engagement

*Staff member* — any person employed, contracted or providing volunteer services by, for, or on behalf of QPRC.

#### **4. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS**

4.1 This policy is to be read in conjunction with the following Australian and NSW legislation:

- *NSW Local Government Act 1993*,
- *NSW Privacy and Personal Information Protection Act 1998*,
- *NSW Health Records and Information Privacy Act 2002*
- *NSW Government Information (Public Access) Act 2009* (GIPA Act)
- *NSW State Records Act 1998*
- *Copyright Act 1968*
- *Copyright Amendment Act 2006*
- *Defamation Act 2005*
- *Crimes Act 1958*
- *Age Discrimination Act 2004*
- *Racial Discrimination Act 1975*
- *Sex Discrimination Act 1984*

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

- QPRC Code of Conduct
- QPRC Privacy Policy and Management Plan
- QPRC Records Management Policies and Procedures
- QPRC Media Policy
- Local Government Records Disposal Authority (GDA10)

4.3 This policy rescinds the following documents:

- The former Palerang Council Social Media Policy 2014
- The former Queanbeyan City Council Social Media Policy 2015
- The former Queanbeyan City Council Social Media Directive 2012

## 5. POLICY

5.1 Council is committed to making the best use of all available media to improve communication and engagement with the public.

5.2 Council will provide relevant and up-to-date information through use of social media in a timely and appropriate manner.

5.3 Confidential information will not be released by Council via any form of social media.

5.4 Comments on QPRC social media platforms are official Council communications and therefore represent Council's views.

5.5 Council will ensure that the privacy and confidentiality of personal information acquired via social media tools is protected at all times and treated in accordance with the *Privacy and Personal Information Protection Act 1998* and related acts.

5.6 Council seeks to engage positively with members of our community through the use of social media sites and encourages comments, feedback and input. Council will however immediately remove content which is deemed inappropriate (see definitions)

5.7 Councillors and staff are encouraged to share information posted by QPRC-operated social media accounts

5.8 Councillors and staff should be wary of sharing content that is negative towards a Council decision, service or project and is likely to lead to negative comments about Council where Council is unable to provide clarification.

5.9 Council accepts no legal responsibility for any staff member or councillor who, during the process of engaging in social media activities, causes any civil or criminal liability to be brought against QPRC.

5.10 For specific guidelines about the use of social media by QPRC staff members, see **Schedule 1**.

## 6 INTERACTION BETWEEN COUNCIL SOCIAL MEDIA ACCOUNTS AND OTHER ACCOUNTS

6.1 Council-operated social media accounts may interact with the social media accounts of QPRC elected representatives where the content is published on a public page and is non-political, relates to the adopted business of the organisation, engages the community and adheres to Council's Code of Conduct.

- 6.2 While Council is in caretaker mode prior to a local government election, Council-operated accounts should not engage with the accounts of QPRC elected representatives, candidates or potential candidates, regardless of the content, except in extraordinary circumstances, such as natural disasters and extreme weather events.
- 6.3 Councillors should not use their personal social media accounts to personally criticise Council staff or denigrate fellow councillors and community members. Criticism of Council staff in a public forum is a breach of Council's Code of Conduct Section 6.7
- 6.4 In line with the Councillor and Staff Interaction Policy, Council staff and councillors should not have direct communications on Council business via social media. All staff contact is to be coordinated through the General Manager/CEO and/or Portfolio General Managers.

## **7. COMPLIANCE WITH POLICY**

- 7.1 Any breach of this policy may result in disciplinary action which may include termination of employment or termination/non-renewal of contractual arrangements.
- 7.2 Other disciplinary action that may be taken includes, but is not limited to:
  - (a) issuing a warning
  - (b) suspension
  - (c) temporary or permanent disconnection of access to all or part of Council's computer network.

## **8. PERFORMANCE INDICATOR**

Ongoing increase in engagement on QPRC-operated social media channels

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## Schedule 1

### **S1.1 Guidelines for use of QPRC social media sites by authorised staff members**

- 1.1.1 Before using social media as a representative of QPRC, authorised persons must read and understand Council's Code of Conduct and the Social Media Policy.
- 1.1.2 Authorised persons of Council's social media platforms are responsible for fulfilling the role of moderator for the accounts they have access to.
- 1.1.3 Authorised persons are entitled to decline to engage in an ongoing commentary on social media. Requests for official social media accounts must be authorised by the General Manager/CEO and must have a representative of the Communications and Engagement Team as co-moderator.

### **S1.2 Social media guidelines for QPRC staff**

- 1.2.1 This Policy does not aim to restrict the ability of staff to use social media. It does aim to provide guidance in relation to content relating to QPRC.
- 1.2.2 Staff may post content on their personal accounts or to Council's social media accounts about Council activities, events and initiatives, providing the content is based on fact and not opinion.
- 1.2.3 Council staff shall not use their social media accounts to criticise Councillors, fellow Council staff members and officials or the organisation. Criticism of Council staff or Councillors in a public forum is a breach of Council's Code of Conduct.
- 1.2.4 When staff are using social media in a private capacity, it is important that the readers of posts do not misconstrue personal comments as representing an official QPRC position.
- 1.2.5 Unless staff are authorised to release information on behalf of QPRC, individuals are personally responsible for the content of their online posts. In this context, staff have a responsibility to ensure that:
  - (a) they are not the first to make QPRC announcements
  - (b) they do not imply in any way that they are authorised to speak on QPRC's behalf
  - (c) they do not use the identity of another QPRC staff member, business or supplier partner
  - (d) they do not damage QPRC's reputation, commercial interests, and/or bring QPRC into disrepute
  - (e) they only disclose publicly available informationthey do not comment on or disclose confidential QPRC information, such as financial information, future business, business plans, staff issues and the like
- 1.2.6 Although staff may read or see comments posted on various social media platforms that may be inaccurate, misleading or false, it is best practice to:
  - (a) avoid becoming involved or offering advice
  - (b) avoid identifying yourself as a Council staff member
  - (c) report the matter to your Service Manager or the Communications and Engagement team.
- 1.2.7 If you must engage in the online discussion, staff should ensure that if they are able to be identified as a QPRC staff member, they state that the post or comment is entirely their own opinion and not that of Council.

### **S1.3 General use of QPRC social media by authorised persons**

- 
- 1.3.1 Authorised persons may:
- publish content that is of interest to the public
  - promote the activities, events and projects approved by Queanbeyan-Palerang Regional Council
  - promote information affecting the general Queanbeyan-Palerang community and promote events and initiatives of interest to the community
  - communicate the announcement of funding from other levels of government in relation to QPRC projects when that funding is not reliant on the outcome of an election
  - respond to questions/comments posted by the public where factual answers are available (the authorised person may direct the conversation 'offline')
  - create supporters and influencers for QPRC within the community through creative visuals and genuine engagement
  - remove inappropriate content (see definitions) and block users who are not abiding by these standards.
- 1.3.2 Authorised persons may not:
- publish confidential or personal information about staff or the public
  - promote offers from individual businesses or groups of businesses
  - promote the political interests of any elected representative or candidate for an upcoming election
  - promote political messages, including from Local, State and Federal Government
  - publish inappropriate content (see definitions)
- 1.3.3 Members of the QPRC Communications and Engagement team reserve the right to remove any content posted by an authorised user of a Council-operated page if it is deemed inappropriate.
- 1.3.4 Any comments that are removed, and any users who are banned, from Council-operated social media accounts are to be logged in the "Social Media Log" in Council's electronic records management system.



<b>POLICY:-</b>	
<b>Policy No:</b>	
<b>Policy Title:</b>	QPRC Social Media Policy
<b>Date Policy was adopted by Council:</b>	
<b>Resolution Number:</b>	
<b>Previous Policy Review Date:</b>	
<b>Next Policy Review Date:</b>	By September 2021
<b>PROCEDURES/GUIDELINES:-</b>	
<b>Date Procedure/Guideline (if any) was developed:</b>	
<b>RECORDS:-</b>	
<b>Container Reference in TRIM: Policy</b>	
<b>Container Reference in TRIM: Procedure</b>	
<b>Other locations of Policy:</b>	Intranet (linked to TRIM Container)
<b>Other locations of Procedures/Guidelines:</b>	Intranet (linked to TRIM Container)
<b>DELEGATION (if any):-</b>	
<b>RESPONSIBILITY:-</b>	
<b>Draft Policy developed by:</b>	Debby Ferguson
<b>Committees (if any) consulted in the development of the Draft Policy:</b>	
<b>Responsibility for Implementation:</b>	Ricky Tozer
<b>Responsibility for Review of Policy:</b>	Debby Ferguson

<b>INTEGRATED PLANNING FRAMEWORK:</b>	
<b>Community Strategic Plan:</b>	Theme No.
<b>Delivery Program Title:</b>	
<b>Operational Plan:</b>	

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

<b>DATE REVIEWED</b>	<b>REVIEWER POSITION</b>	<b>REVIEWER NAME</b>

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**28 FEBRUARY 2018**

ITEM 12.22      SUBMISSION - NSW FREIGHT AND PORTS PLAN

ATTACHMENT 1      FREIGHT SUBMISSION OVERVIEW

# Transport:

## *Freight and Commuter*

### Queanbeyan-Palerang (QPRC) opportunities

# Transport and Freight - submission

- Establish *freight corridors* on existing 26m B-Double capable routes, encouraging HPV movements:
  - Nowra-Braidwood-Queanbeyan-Yass-Wagga (MR92/Kings/Barton/Hume Hwys)
  - Eden-Bombala-Cooma-Queanbeyan-Yass-Wagga (Imlay/Snowy Mtns/Monaro/Barton)
  - Visy Tumut-(Wagga)-Yass-Queanbeyan-Cooma-Bombala-Eden (Gocup/Hume/Barton/Monaro/Imlay)
- Nominate *tourist corridors* on existing 19m B-Double HML limited routes, encouraging small vehicle travel and reducing freight/tourist travel conflict
  - Batemans Bay-Queanbeyan (Kings Hwy)
  - Eden-Narooma-Batemans Bay (Princes Hwy)
  - Merimbula-Cooma-Queanbeyan (Snowy Mountains Hwy)
  - Yass-Queanbeyan (Barton Hwy)
- Reactivate *Blayney-Demondrille rail link*, as redundancy for congested western and southern rail to Sydney, enabling goods freight to shift to Kembla port or inland rail (Map 2)
- Establish *Queanbeyan/Fyshwick rail hub* as 'last mile' to transport freight to other modes
  - Connect east-west freight corridors to Barton and Hume Hwys, and inland rail, via Queanbeyan (Map 3)
- Establish *commuter rail service* (Goulburn and Bungendore/Queanbeyan/Canberra)- (Map 4)
  - Optional HQJOC connection
  - Reduces peak hour road congestion (Kings Hwy/Canberra Ave)
  - Aligns with high speed rail ambitions
  - Segregates from Xplorer and freight rail schedules
- Utilise existing rail to freight waste from Canberra/Queanbeyan to landfill and energy bioreactor at Woodlawn



## Transport and Freight - outcomes

- Increases east-west B-Double freight capacity by near 40%
- Introduces intermodal capability outside capital cities, reducing congestion, increasing redundancy (connecting coast to capital to inland rail)
  - Eden Seaport (cruise, bulky, naval) to truck to air (Canberra) to inland rail (Wagga)
  - Sydney rail (via Goulburn) to air to truck to inland rail
  - High quality regional produce and defence product into national (inland rail) and international (air) gateways
- Connects Defence (naval) facilities (Nowra/Eden) to Queanbeyan/Canberra
- Connects Wood/Paper (Visy) to inland rail (Wagga); to airport (Canberra); to seaport (Eden)
- Reduces potential conflict with freight and tourist vehicles along Kings and Snowy Mountains Hwys
- Increases commuter options and accessibility for regional workers into employment in Canberra (eg >60% regional residents travel to Canberra to work)
- Incentivises regional waste freight movement (Canberra/Queanbeyan/Goulburn/Woodlawn)
- Activates potential business/technology hub (defence) – Queanbeyan, and logistic hub – Goulburn (Figure 1)

# South East NSW Region

## Challenge

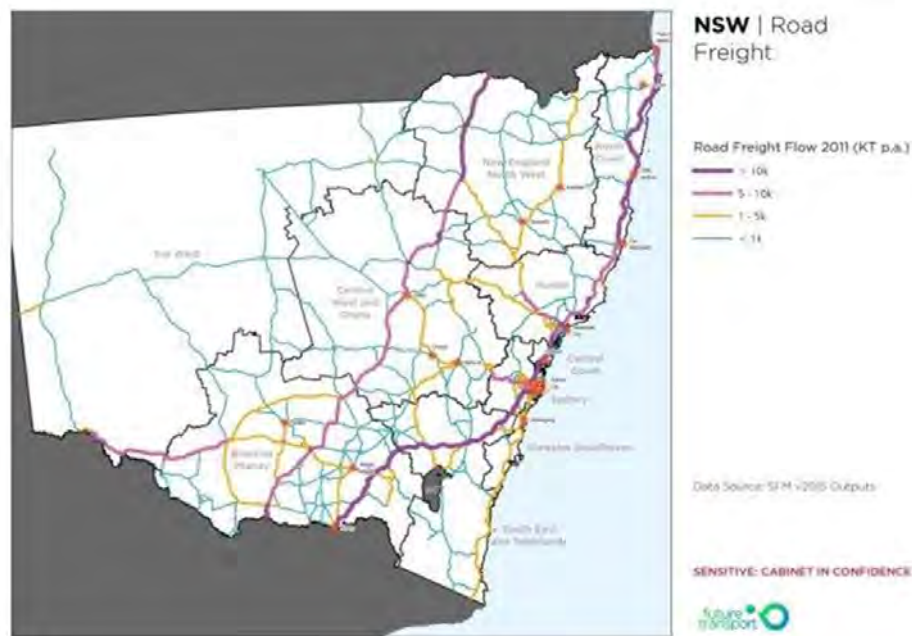
- Freight
  - East-West:
    - HML 26m v 19m B-Double capable
  - Connections to
    - Rail
    - Air
    - Sea
    - Inland rail
  - Redundancy
- Tourism
  - East-West
  - Road trauma
- Commuter
  - Public transport
  - Accessibility

## Response

- Freight corridors
  - Nowra-Braidwood-Queanbeyan
  - Eden-Cooma-Queanbeyan
  - Eden-Batemans Bay-Nowra
  - Queanbeyan/Fyshwick: 'last mile'
- Endowments
  - International airport CBR
  - International seaport Eden (cruise, navy, bulk load wharves)
- Tourism corridors
  - Batemans Bay-Queanbeyan
  - Merimbula-Cooma-Queanbeyan
  - Yass-Queanbeyan
  - Eden-Narooma-Batemans Bay
- Commuter corridor
  - Bungendore-Queanbeyan-Canberra
  - Yass-Canberra
  - Goulburn-Canberra
  - Cooma-Canberra

# NSW Transport Forecasts

- The east-west freight task will be 208 mt pa and generally limited by physical constraints and network restrictions.
- The growing freight task will see more heavy vehicles mixing with other vehicles and transport users on the road, which can increase risk of trauma



Principal Industry Sector	Future Transport response
Road freight transport	<ul style="list-style-type: none"> <li>• Smart Motorways</li> <li>• Highway upgrades</li> <li>• Last Mile delivery routes</li> <li>• Intermodal terminals</li> <li>• Town bypasses</li> <li>• Road side facilities</li> </ul>
Tourism	<ul style="list-style-type: none"> <li>• Highway upgrades</li> <li>• Smart Motorways</li> <li>• Cruise terminal facilities</li> <li>• Public transport (regional rail, coaches)</li> <li>• Active transport networks</li> <li>• Flexible transport</li> <li>• Road side facilities</li> <li>• Town bypasses</li> <li>• Regional aviation connections</li> </ul>
Tourism - food & wine	<ul style="list-style-type: none"> <li>• Highway upgrades</li> <li>• Public transport (coaches)</li> <li>• Active transport networks</li> <li>• Flexible transport</li> </ul>
Wine production	<ul style="list-style-type: none"> <li>• Last Mile delivery routes</li> </ul>
Wood product manufacturing	<ul style="list-style-type: none"> <li>• Last Mile delivery routes</li> <li>• Highway upgrades</li> <li>• Air freight facilities and connections</li> <li>• Port access</li> </ul>

## Current Road and Rail Corridors

Canberra / Queanbeyan is a global gateway city.

- Its international air connections and federal government service functions allow it to provide a broader range of services and amenities than adjacent Regional Cities.
- Canberra/Queanbeyan will provide global connections to the Regional Cities of Wagga Wagga and Albury / Wodonga

A future focus on east-west connections between the inland and coastal geographies will support the growth of population on the coast whilst also opening up tourism and trade connections to the inland regions

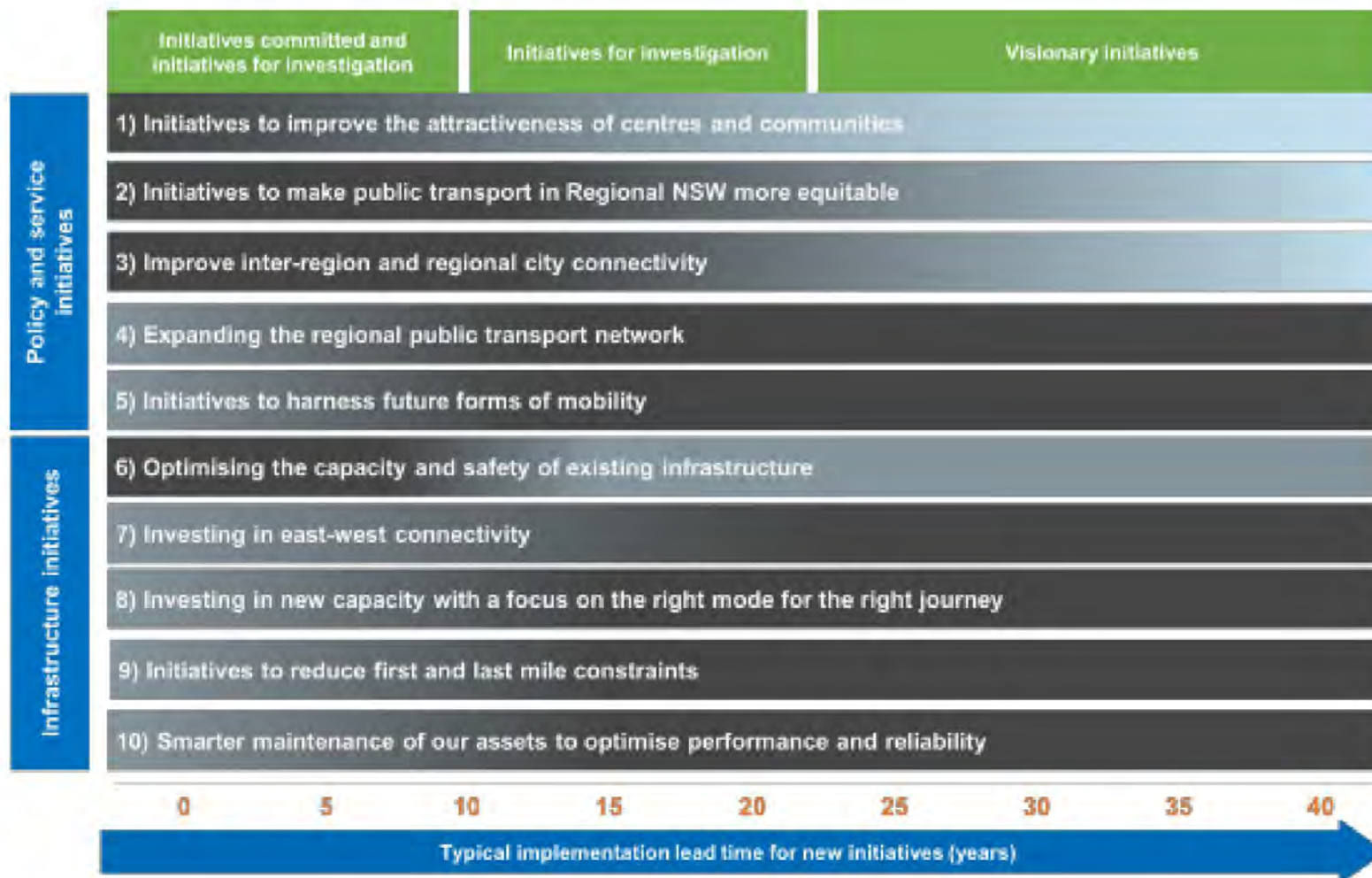








## NSW Transport 2056 - Goals



# Freight, Tourist and Commuter Goals - highlights

- *NSW Transport and Freight Strategies*

## **Freight**

- 6) Optimising capacity and safety of existing infrastructure
- 7) investing in east-west connectivity
- 9) Reduce first and last mile constraints

## **Tourist**

- Coastal economies (endowed with beaches and natural amenity) and some inland locations (with heritage, cultural or natural attractions) have comparative advantages in tourism industries

# Freight, Tourist and Commuter Goals

## Commuter

- 3) improve inter-region and regional city connectivity
- 4) expanding regional public transport network
- 6) Optimising capacity and safety of existing infrastructure





# NSW Initiatives

## Timing

- **Committed initiatives (0-10yrs)**
  - initiatives that either have committed funding, are committed/ contractually committed, are for immediate detailed planning, or are part of key maintenance, renewal or safety programs. Some initiatives are subject to final business case.
- **Initiatives for investigation (0-10, 10-20yrs)**
  - intended to be investigated for potential commitment or implementation within the next 20 years. Those listed in 0-10 horizon will be prioritised for more detailed investigation to determine if they are required in the next decade.
- **Visionary initiatives (20+ years)**
  - longer term initiatives that may be investigated within the next 10 years, but are unlikely to require implementation within 20 years

## State-wide Service Initiatives

- Investigate potential new servicing patterns and associated enabling infrastructure requirements with a focus on [travel between Regional Cities and Centres to accompany new diesel fleet to enable better connections and day return opportunities](#) for regional communities
- Reduced rail journey times through rail timetable [improvements with new Intercity fleet, and implementation of rail network optimisation](#) strategies (i.e. re-orient rail services to provide express services between Regional Cities and Centres and connector services between connector stations/stops and hubs)
- [Address pinch points in the road network](#) for both passengers and freight
- [Barton Highway duplication](#) to improve connections to Canberra
- Extension of interstate [Light Rail systems](#) to support population growth from Canberra to Queanbeyan
- [Faster Rail / High Speed Rail](#) between Sydney and Canberra-Queanbeyan Global Gateway City
- [Linking the inland and coastal areas](#) to cross the Great Dividing Range (Kings Highway) to facilitate movement between centres and regions

## Regional Cities

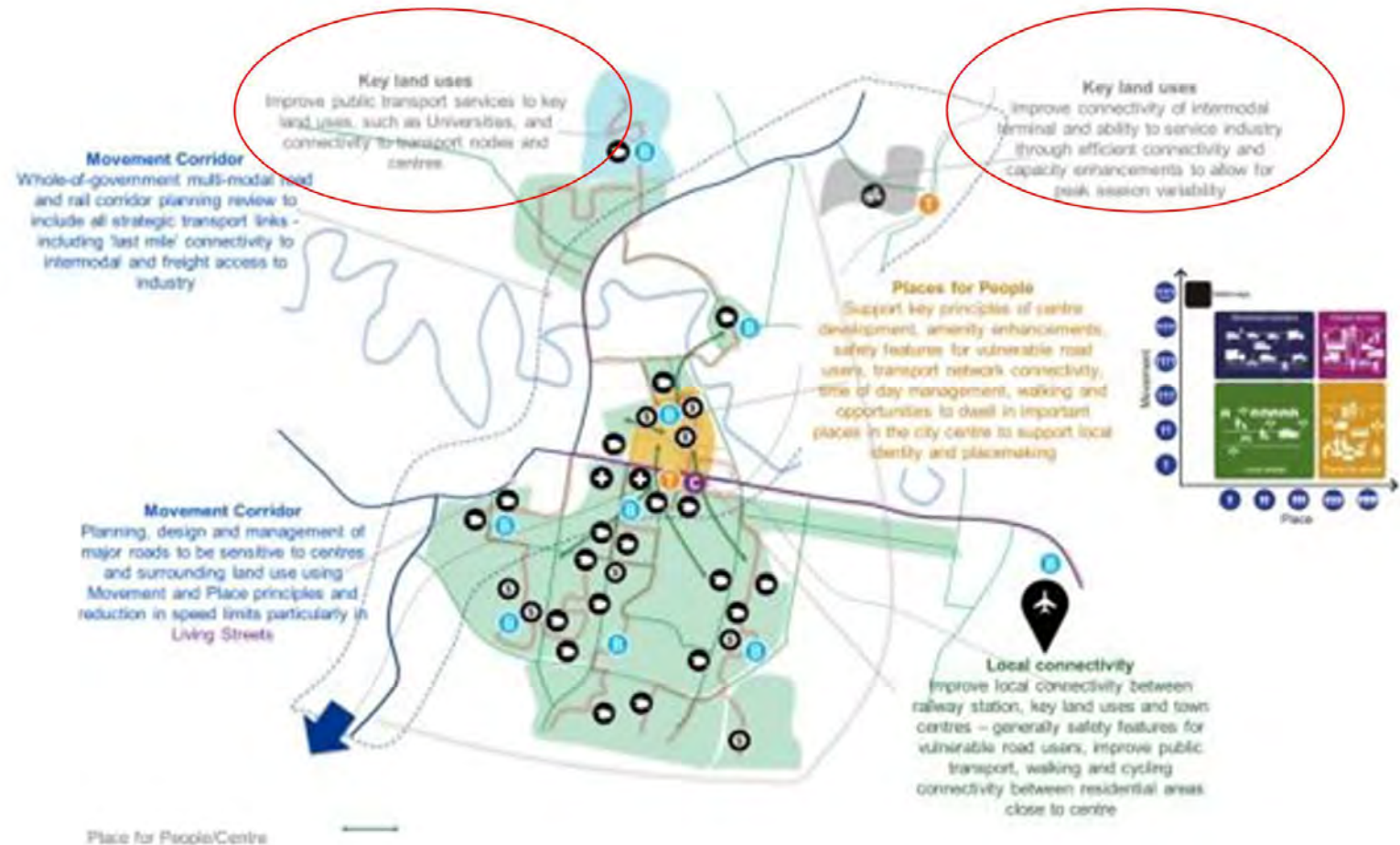
- Regional NSW will ultimately comprise of  
2 x **Global Gateway Cities**  
(Canberra/Queanbeyan and  
Newcastle/Maitland), 2 x Satellite Cities  
(Gosford and Wollongong/Shellharbour)  
and 13 x Regional City Transport Hubs
- Canberra-Queanbeyan** will serve a broad  
catchment encompassing significant  
portions of NSW to the north, south and  
south-east



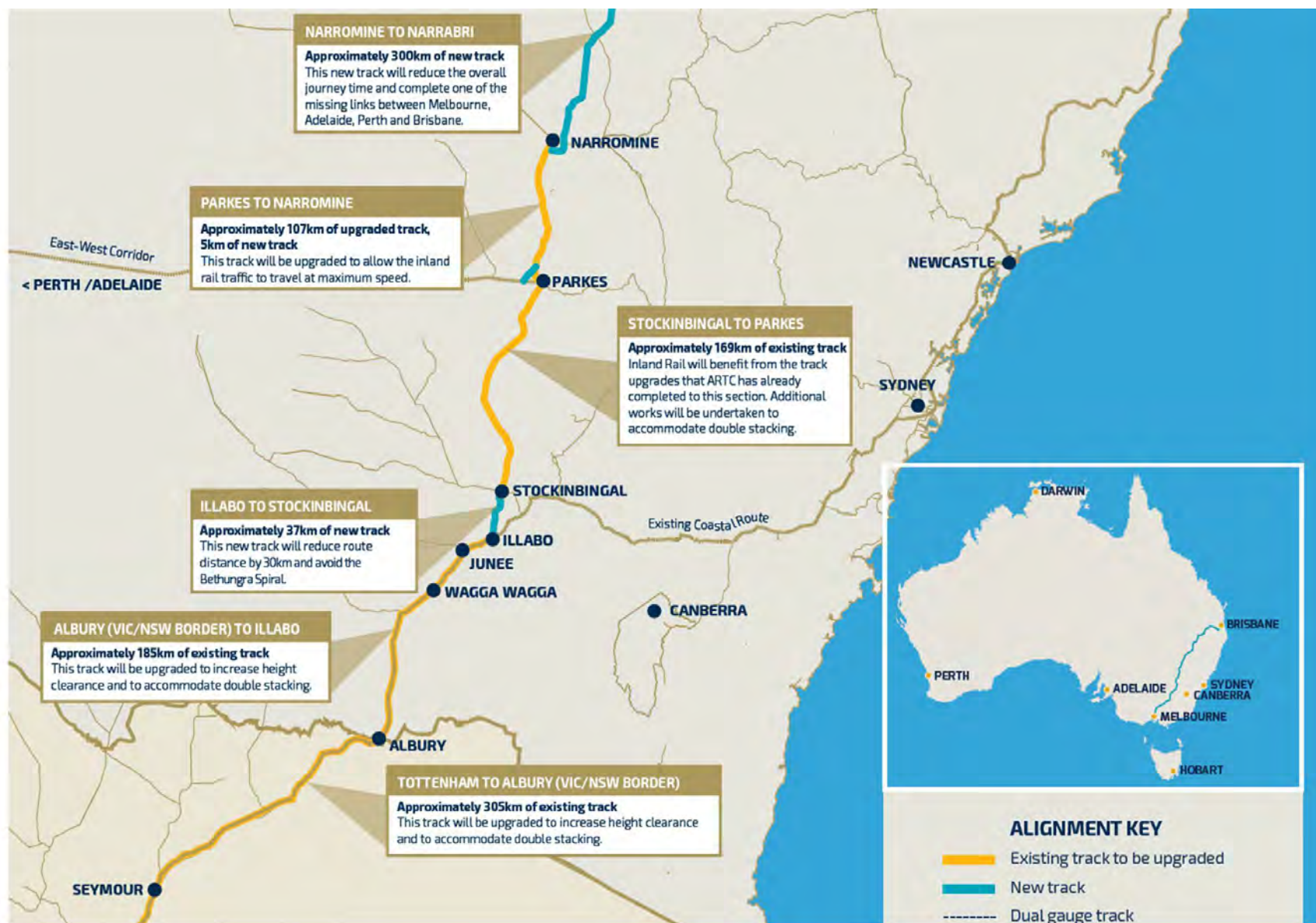


## Connectivity – Regional Cities and Centres

- Improve public transport and connectivity to transport nodes
- Improve connectivity of intermodals to service industry
- Integrate with 'place'

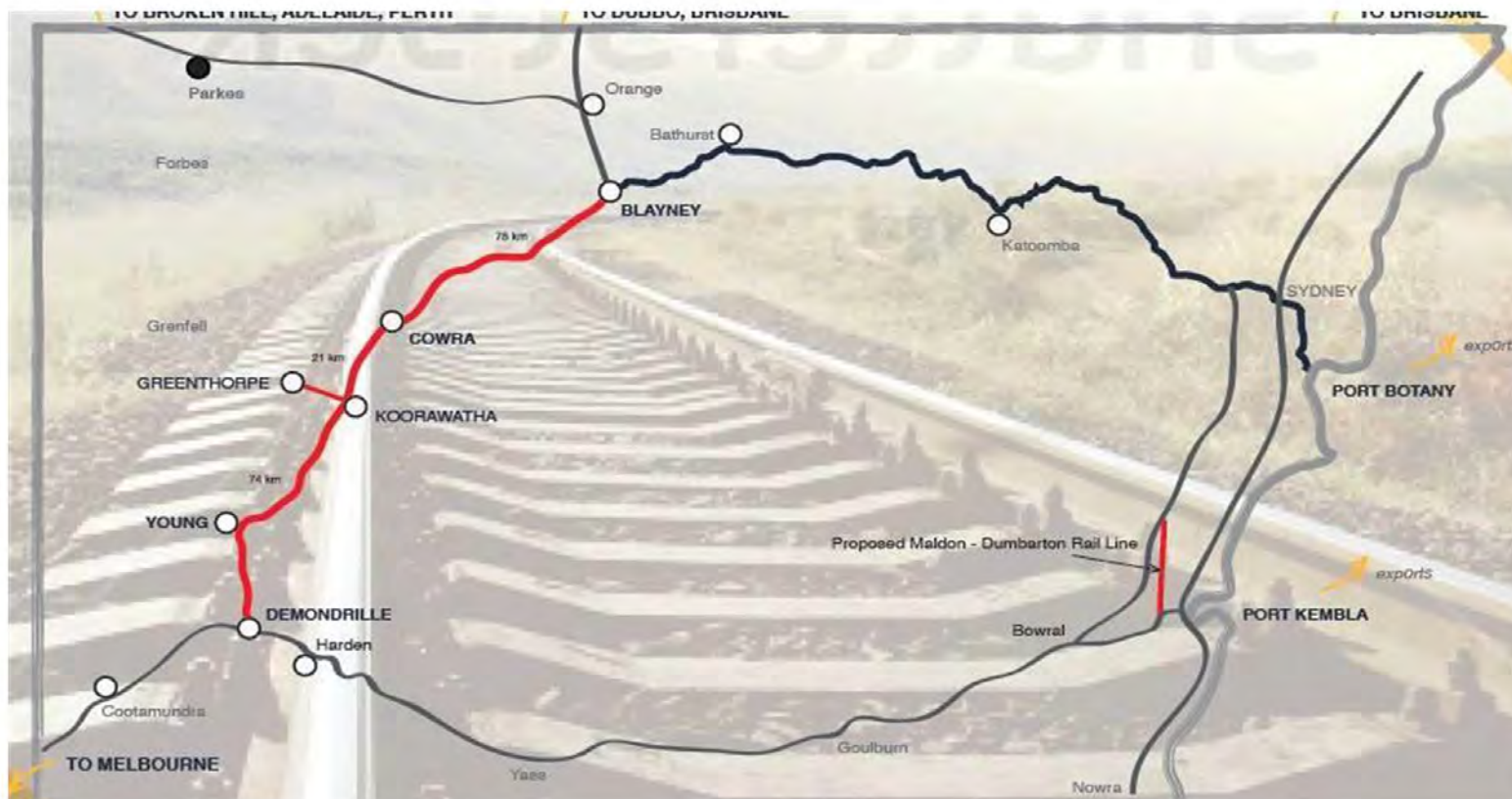


## Inland Rail Corridor





# Blayney/Demondrille Rail: *Redundancy to Sydney/Kembla Ports*



# Rail Intermodals



# Options

## Freight

- Air connection
  - International gateway (Canberra)
- Rail connection
  - Inland rail (Wagga)
- Sea connection
  - Multi-port (Eden)
- East-west corridor (*26m B Double*)
  - Nowra-Canberra-Wagga (*MR92*)
    - Nowra-Nerriga-Braidwood-Bungendore-Queanbeyan-Yass-Wagga
  - Eden-Cooma-Canberra-Wagga (*Imlay*)
    - Eden-Bombala-Cooma-Queanbeyan-Yass-Wagga
- Queanbeyan 'last mile'
  - Rail to road to air freight
    - From Defence sites (Nowra, Eden)
    - To airport
    - To/From rail (Goulburn)
  - Connect proposed rail modal to CBR industrial

## Tourist

- Air connection
  - International gateway (Canberra)
  - Regional (Merimbula, Moruya, Cooma)
- Rail connection
  - High speed rail (Sydney, Goulburn, Canberra)
- Sea connection
  - Cruise terminal (Eden)
- East-west corridor (*19m B Double*)
  - Vehicles (Kings, Princes, Snowy, Barton)

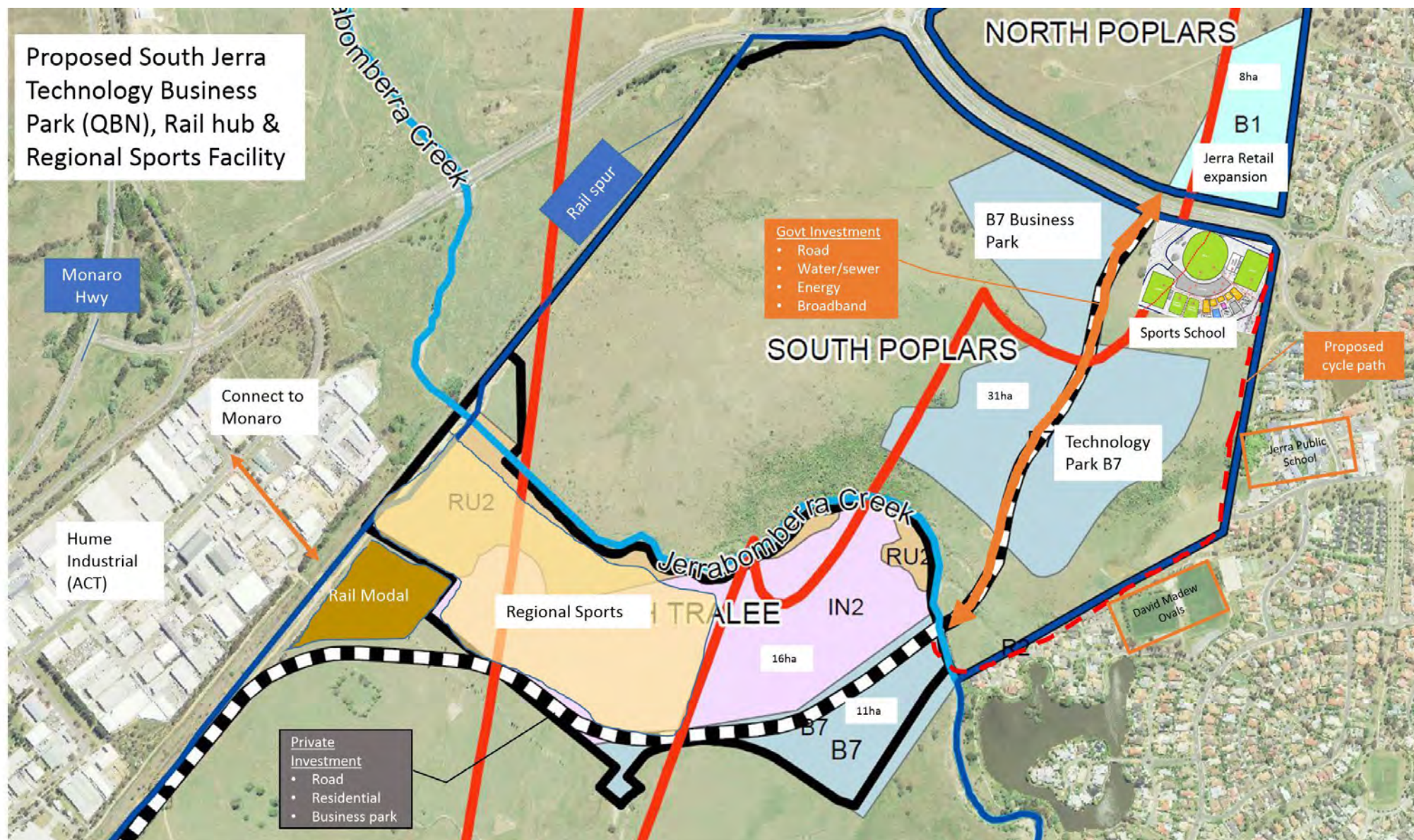


## Rail

- Feasibility rail intermodal – Poplars
  - Connection to Hume ACT
  - Rail spur South Jerra
- Transfer rail freight
  - Truck to CBR Airport
  - Relieves Kingston congestion/use conflict
  - Truck to inland rail
- Use Xplorer locomotive
  - Replace commuter carriage with rail trucks
  - Transfer waste between Mugga, Fyshwick, Woodlawn
- Commuter Rail
  - BGD-HQJOC-QBN-CBR









## Freight & Tourist Corridors:

### *Port-Airport-Inland Rail*

Freight:  
25m B-Double



Tourist:  
19m B-Double  
(~ decouple)



No B-Double



Inland Rail



Travel time  
between hubs

NWA:QBN - 2.5hr  
QBN:WGA - 3.0 hr  
EDN:QBN - 3.5hr  
BWD:GLB - 1.0hr  
GLB:SYD - 2.25hr  
EDN:NWA - 4.5hr  
VSY:WGA - 1.0hr  
VSY:QBN - 2.5hr  
VSY:EDN - 6.0hr



## Commuter

- Commuter rail proposal:
  - BGD-HQJOC-QBN-CBR
  - NSW Transport Strategy (Regional Plan)
- Approx 30min travel v 1.5hr bus v 50min car
- Xplorer fleet locomotive/carriages option
- HQJOC platform – Defence
- Commuter travel time and safety
- Action bus connection from CBR platform
  - Kingston-Civic
  - Kingston-Parliamentary Circle
- Integrated ticketing

	Interc	Interc	NSW Tr	train	NSW Tr	NSW Tr	NSW Tr	Murray	Interc	Interc	NSW Tr
click for trip detail	Train	Train	Train	Bus	Train	Train	Train	Bus	Train	Train	Train
+ click for station detail				SH100				855			
Canberra (Railway Station)			06:45		12:00		17:29				
Queanbeyan			06:54		12:09		17:38				
Bungendore			07:23		12:38		18:07				
Tarago			07:47		13:02		18:31				
Goulburn	05:30	07:34	08:12	13:20	13:27	17:15	18:56	19:10	19:54	21:24	04:13
Marulan	05:48	07:52		13:46				19:30	20:12	21:42	
Tailong	05:54	07:58		13:57					20:18	21:48	
Wingello	06:01	08:05		14:06					20:25	21:55	
Penrose	06:06	08:10		14:11					20:30	22:00	
Bundanoon	06:13	08:17	08:50	14:24	14:05		19:34		20:37	22:07	
Exeter	06:19	08:23		14:31					20:43	22:13	
Moss Vale	06:28	08:31	09:05	14:44	14:20	18:05	19:48	20:05	20:51	22:22	05:04
Bowral	06:35		09:12		14:27		19:55		21:00	22:30	
Mittagong	06:39		09:17		14:32		20:00		21:04	22:34	
Campbelltown	07:38		10:13		15:29	19:11	20:57		22:12	23:42	06:10
Sydney Central			11:01		16:14	19:59	21:43				06:58

~30min by commuter rail



## Summary – South East Region

- East-west freight corridor
  - 26m B-Double HML routes (2)
  - Connects to Barton/Hume
  - Connects to inland rail
  - Connects seaports
  - Connects international airport
  - Reduces Sydney/Kembla congestion & pinch points
  - Last mile option QBN v Fyshwick
- East-west tourist corridor
  - travel redundancy
- Commuter
  - High speed rail: SYD-GLB-CBR
  - Commuter rail: BGD-QBN-CBR



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**28 FEBRUARY 2018**

ITEM 12.23      SPECIAL HERITAGE FUND - 2017/2018

ATTACHMENT 5      SPECIAL HERITAGE FUND GUIDELINES AND APPLICATION  
FORM - 2017

# **Queanbeyan- Palerang Regional Council's Special Heritage Fund - Guidelines**



SF170315  
C17135649

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

**Contact:** **Queanbeyan:**  
**Ph:** 02 6285 6000  
**Fax:** 02 6285 6666  
**Bungendore/Braidwood:**  
**Ph:** 02 6238 8111  
**Fax:** 02 6238 1290  
**E:** [council@qprc.nsw.gov.au](mailto:council@qprc.nsw.gov.au)  
**W:** [www.qprc.nsw.gov.au](http://www.qprc.nsw.gov.au)  
**P:** PO Box 90  
Queanbeyan NSW 2620

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# Special Heritage Fund Scheme

## Background

The former Queanbeyan City Council at its meeting of 24 June 2015 determined to establish a \$100,000 Special Heritage Fund. This was extended to the whole of the local government area at the Queanbeyan-Palerang Regional Council meeting of 26 October 2016.

The purpose of the funding is to assist owners of churches, and buildings owned or managed by community based Not for Profit organisations listed on the heritage schedule of *Queanbeyan Local Environmental Plan 2012*, or *Palerang Local Environmental Plan 2014* to conserve, restore and reuse their properties.

Priority will be for public buildings, churches and buildings owned or managed by community based not for profit organisations as well as those buildings where there is a clear community or public benefit rather than a private one.

A compliance certification form will be required to be completed by the applicable Council's Heritage Advisor at the completion of the project and prior to any payment being made.

The grant funding in this instance is a competitive process and prospective applicants need to submit an application which addresses the criteria in these guidelines.

## Funding

- Prospective applicants need to demonstrate that they are prepared to contribute a reasonable proportion of the cost of the project.
- Prospective applicants must comply with the attached Standard Conditions.
- The project must have a minimum value of \$15,000 or resolved by Council.
- Council will consider allowing a small percentage of any grant to be used for undertaking professional studies associated with an individual project such as the preparation of a statement of heritage significance (if required and with Council's agreement). These are to be undertaken and prepared by a suitably qualified and experienced person.
- All projects are funded over the current financial year.
- Funding will be limited to one grant of assistance per site per financial year.
- Applicants must complete and claim 100% of their funding by **30 June 2018**.

**Closing date:** Applications close on **10 January 2018**.

## Projects Eligible for Funding

These include:

- Public buildings which include Council owned buildings.
- Buildings owned or managed by community based 'Not For Profit' organisations



- Churches.
- Other buildings or works supported by the Heritage Advisor and Heritage Advisory Committee.

Projects should be for:

- Physical conservation works including restoration, reconstruction, repair, reinstatement, preservation and maintenance as defined in the *Australian ICOMOS Burra Charter*,
- Fire, safety, access, compliance and upgrading works to meet requirements under the *Building code of Australia*, the *Disability Discrimination Act* and *Work Health and Safety Act* for ongoing use and adaptive reuse, and/or
- Interpretation works that are based on recommendations contained in a Statement of Heritage Significance or an Interpretation Plan or Conservation Plan.

### **Priorities for Funding**

These include:

- Buildings which are used predominantly by the community.
- Places at risk - urgency to avert severe deterioration.
- Heritage and sustainability conservation works.
- Sympathetic adaptive reuse works.
- Interpretation to facilitate heritage tourism.

### **Projects Ineligible for Funding**

These include:

- State and Federal Government buildings.
- New buildings.
- Commercial buildings.
- Purchase of heritage buildings.
- Relocation of buildings or work to relocate buildings.
- New commemorative monuments, works or headstones.
- Purchase of equipment.
- Routine maintenance.
- Projects where alternative funding is available.

## Common Selection Criteria for all Projects

Funding is targeted to projects that clearly demonstrate:

- A community benefit associated with the works to be funded.
- Sustainable long-term heritage benefits.
- Capacity and commitment to undertake and complete the project within the allocated time frame.

## Submitting Your Application

- Prospective applicants *must* discuss their project with the relevant Council Heritage Advisor prior to submitting your application. Appointments can be made by contacting Council's Land-Use Planning Team on **6285 6276**.
- Council's Heritage Advisor will also provide initial advice as to whether the works proposed may require a development application. Where a development application for the works is necessary, prospective applicants need to contact Council's Development Team staff to discuss planning requirements.
- Prospective applicants are required to demonstrate why the work proposed is appropriate from a heritage point of view.
- Obtain 2 quotes and place the costs against the job scope of works clearly demonstrating the costs for each item.
- Provide plans and sketches of the project.
- Provide "before" photographs of the item, including close-ups. Photographs of the finished product will also be required at the completion of the project. (Council uses photographs of heritage properties to promote heritage in the local area. Please indicate on the application form if you agree for this to occur.)
- Complete the application form and keep a copy for your records.

**It should be noted that success in obtaining funding for projects will not negate the need to submit and obtain development consent where required.**

You can either email your completed application, including digital images, to:  
[landuseadmin@qprc.nsw.gov.au](mailto:landuseadmin@qprc.nsw.gov.au)

**Or**

Post to: QPRC Special Heritage Fund  
Land-Use Planning Team  
PO Box 90  
Queanbeyan NSW 2620

## Assessing Your Application

Applicants must complete the attached project application form and answer all the questions. The quality and clarity of the information provided will be taken into account when assessing the applications. Total available funds for grants are limited each year and are awarded on a competitive basis and projects must meet eligibility criteria, program priorities and common selection criteria.

Applications will be considered by members of Council's Heritage Advisory Committees, Council staff and Council's Heritage Advisor(s). Recommendations will be forwarded to Council for adoption.

If your application is successful, a funding offer and contract will be sent to you. On your acceptance of this offer, work can commence from that time.

Successful applicants will also be required to comply with a set of standard conditions. These will be supplied and are also available upon request or on Council's web page at:

[www.qprc.nsw.gov.au](http://www.qprc.nsw.gov.au)

### **Project Timing and Claiming Your Funds**

Applicants must complete and claim 100% of their funding by **30 June 2018**.

# Application Form

Special Heritage Fund Application Form
<b>Applicant Details</b>
Contact Name:.....
Company Name: (if applicable) .....
Postal Address:.....
Phone: ..... (H/W) Mobile: .....
Email:.....
ABN registered name: (if applicable) .....
ABN: (if applicable) .....
GST registered? <input type="checkbox"/> Yes <input type="checkbox"/> No
I agree to Council using the photographs of my property to promote Heritage in the local area <input type="checkbox"/> Yes <input type="checkbox"/> No

<b>Project Address</b>
No: ..... Street: .....
Suburb: .....



### Project Proposal (Briefly describe the proposed project)

#### Project scope of works (Separate submission can be attached):

.....

.....

.....

.....

#### Estimated cost of project:

\$ .....

#### Funding equity and cost effectiveness:

- Have you applied for or are you receiving funding or support from other sources? If yes please name source.

☐ Yes

☐ No

.....

.....

### Photographs and Quotes

#### Photographs of your project:

**Attach** current photos of the property and the area of the proposed work, photos will also be required at the completion of the work

#### Quotes:

**Attach 2** quotes for the proposed work

☐ Yes

☐ No

### Building History

#### History of your building:

**Attach** any historical information you have regarding your building or provide a hyperlink

☐ Yes

☐ No

**Eligibility**

*To be eligible for funding you must answer YES to **ONE** of the following*

Is the item in a conservation area? ☐ Yes ☐ No

Is the item a local heritage item? ☐ Yes ☐ No

Is the item supported by Council's Heritage Advisor? ☐ Yes ☐ No

Is the item listed on the State Heritage Register? ☐ Yes ☐ No

*To be eligible for funding you must answer YES to the following*

I will complete and claim my project funding by **30 June 2018** ☐ Yes ☐ No

I acknowledge that I may be required to obtain Council development approval for these works (separate to funding offer) ☐ Yes ☐ No

**Funding Priorities**

Queanbeyan-Palerang Regional Council's funding priorities are for projects that:

- Buildings which are used predominantly by the community
- Places at risk - urgency to avert severe deterioration
- Heritage and sustainability conservation works
- Sympathetic adaptive reuse works
- Interpretation to facilitate heritage tourism

*Describe how your project will achieve one or more of these funding priorities*

**a) Continued facilitation of use of the site by the community**

**b) Urgent maintenance works to avert risks e.g. compliance with safety codes**

**c) Heritage and sustainability conservation works**

**d) Interpretative works to facilitate heritage tourism**

**Common Selection Criteria For All Projects** (Please answer **ALL** the criteria – attach additional pages if required)

I have previously received Council funding support for this item.

☐ Yes

☐ No

**A community benefit associated with the works to be funded.**

- Describe how the funding of your project will have a community benefit

.....

.....

.....

.....

**Sustainable long term heritage benefits.**

- Describe how your project contributes to the sustainable management of the heritage item. (Attach a copy of your management/maintenance/sustainability plan)

.....

.....

.....

.....

**Capacity and commitment to undertake the project.**

- Do you have the time and project and management skills to successfully undertake this project? ☐ Yes ☐ No
- Will your project be completed within the funding time frame and be fully claimed by **30 June 2018**. ☐ Yes ☐ No
- I have discussed my project with the Heritage Advisor prior to lodging this application. ☐ Yes ☐ No
- Does your project require a DA and will it be obtained prior to the commencement of work? ☐ Yes ☐ No

**Heritage Advisor's Assessment/Recommendation****Submitting Your Application**

Application forms and accompanying information should be forwarded to:

Email: [landuseadmin@qprc.nsw.gov.au](mailto:landuseadmin@qprc.nsw.gov.au)

Or

Post: QPRC Special Heritage Fund  
Land-Use Planning Team  
PO Box 90  
Queanbeyan NSW 2620

(Please ensure you sign the declaration on page 12 prior to submitting your application)

**Council Contact**

If you require any further information please contact Beate Jansen on 6285 6276

**Application Closing Date**

Applications must be received by close of business: **10 January 2018**



**Property Ownership** (Only complete if applicant is **NOT** the owner of the heritage item)

Owner's name: .....

Contact details: .....

Signature: .....

Date: .....

**Declaration**

I/We the undersigned, being the applicant/s nominated in this application, apply for a Special Heritage Fund grant to carry out works described above on the land specified earlier in this application.

I confirm that all the information provided in this project application is true and correct to the best of my knowledge ☐ Yes ☐ No

I have completed ALL questions on this project application ☐ Yes ☐ No

I have attached ALL requested documentation ☐ Yes ☐ No

Signature: .....

Date: .....