

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

9 MAY 2018

ITEM 5.1 STRATEGIES FOR REVIEW PART 2

ATTACHMENT 1 PLAN OF MANAGEMENT - SEIFFERT OVAL 2016



Plan of Management

Seiffert Oval



Image: Trial Match, Canberra Raiders v's Newcastle Knights, held 21 February 2014

HP Records Manager Ref: C165492

Seiffert Oval Plan of Management

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Adoption of Plan of Management - Seiffert Oval

The Plan of Management of Seiffert Oval was adopted by the Minister administering the Crown Lands Act 1989, by approval on DATE

The Plan of Management of Seiffert Oval was adopted by Queanbeyan City Council, now known as Queanbeyan Palerang Council, on 27 April 2016.



Image: Aerial view, Seiffert Oval, 2016

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Seiffert Oval Plan of Management

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Development of the Plan

Introduction

Seiffert Oval is a complex of buildings with a playing field on Crown Land, (Crown Reserve R85019), and administered by the Queanbeyan City Council (QCC) as Seiffert Oval Corporate Trust Manager. It was handed over to QCC to manage, in 2010. QCC has prime responsibility for the maintenance and management of Seiffert Oval. This Plan of Management assists QCC in providing direction and continuity of maintenance, resource management, ongoing operational requirements, programming, and for future planning endeavours of the Seiffert Oval precinct of buildings and playing field.

This Plan enables management to proceed in an efficient and sustainable manner, help reconcile competing interests, identify priorities for the allocation of available resources and facilitate public understanding.

This Plan also enables the current user groups, sports and other communities in Queanbeyan, to determine a set of values that are consistent with current and any proposed future use of the complex. These values are used to identify benefits and potential future use of the complex, beneficial in marketing the complex for increased use by the wider community and in identifying future growth opportunities.

This Plan of Management should be read in conjunction with Council's adopted Plan of Management for Sportsgrounds – Amendment No. 3 – September 2015.

Method

This Plan has been prepared in consultation with: stakeholders, such as the Queanbeyan sports community, the elected Council and Council staff, and the wider Queanbeyan community. The consultative based approach in preparing this Plan is recommended by the Department of Primary Industries - Lands to support evolving community values.



Image:
Seiffert
Oval
Grandstand
,
February
2015

2015. Photo by Gladiator Seating Systems, 2015

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Community Consultation

Council acknowledges that community consultation is an important component of its business. As set down in section 38l of the *Local Government Act 1993*, Council will give public notice of a draft plan of management, and place the draft plan on public exhibition for no less than 28 days while allowing a minimum of 42 days to comment. Any submissions made to Council in respect of the draft plan will be considered by Council prior to the final adoption of the plan of management. The Queanbeyan community and other interested parties will be able to have input into this draft plan of management through the public exhibition and submission stage.

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Background Information

History of Seiffert Oval

Seiffert Oval is named after John Wesley Seiffert (1905-1965, politician and former prison warder at Goulburn Gaol. John Seiffert grew up in Goulburn, NSW. He was a gifted sports person, particularly in hockey; as a representative footballer for Rugby League; and the one mile amateur track cycling champion in 1926. He was the treasurer of the New South Wales Country Rugby League from 1935-1938. He served as an alderman on the Goulburn Municipal Council from 1934 – 1937. He was a NSW state Labour politician for the Monaro electorate from 1941 – 1965. *Seiffert was devoted to the underprivileged and gifted with an intense love for children*, (Molony, J., n.d.).

Seiffert Oval was used as a Rugby League ground from its inception. In 1982, Seiffert Oval became the home ground of the Canberra Raiders, as part of the NSW NRL.

Canberra Raiders

Seiffert Oval served as the home ground of the Canberra Raiders (from 1982 to 1989).

The Raiders' first game at Seiffert was in Round 2 of the 1982 NSWRL season against the Western Suburbs Magpies. In front of 6,769 fans, Wests ran out 33-4 winners, with the home side failing to score a try against their opponents, (Wikipedia, 2015).



Image: Canberra Raiders, 1983, Photo courtesy Queanbeyan Age online

Canberra's

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first win at the ground, which was also their first ever competition win, was in Round 8 of the 1982 season when 9,982 fans saw the "Green Machine" run out 12-11 winners over the Newtown Jets. The ground record crowd was set on 18 June 1989 when 18,272 fans turned out (at Seiffert Oval) in Round 12 of the 1989 NSWRL season to see the Raiders defeat the Brisbane Broncos 27-6, (Rugby League Tables, 2015).

The ground hosted an international rugby league match during the 1988 Great Britain Lions tour when the Australian President's XIII, led by Raider Mal Meninga, defeated the tourists. It also hosted an international rugby union match when the British and Irish Lions defeated the ACTRU, 41-25 in 1989, (Wikipedia, 2015).

Seiffert Oval is now the home ground of the Queanbeyan Blues Rugby League club. The capacity of Seiffert Oval currently stands at 15,000. The grandstand, after the seating upgrade in February 2015, accommodates 2,000 seats under cover.

History of Management

QCC was the Reserves Trust Manager for Seiffert Oval up until 2002. From 2002 until 2009 Seiffert Oval operations were controlled by the Queanbeyan Leagues Club, without a formalised Trust Manager. On 13 November 2009 the Seiffert Sportsground Reserve Trust was formed again with management and control of the Reserve returned to Queanbeyan City Council. In March 2010 the existing lease with the Queanbeyan Leagues Club Limited was terminated. A new tenancy agreement with the Club ensured rugby league as the predominant use of Seiffert Oval for their season is from February to September of each year. Seiffert Oval is available for use by other organisations and sporting codes can when not required for rugby league.

The Trust established a Seiffert Sportsground Advisory Committee to enable users and the community to have input into the development of a capital improvements plan and Plan of Management for the facility. The Trust envisaged this Committee would be responsible for planning improvements to the Sportsground and being part of a regional sporting precinct with the ability to attract grant funding to assist with improvements at the facility. Additionally the Committee would provide some direction and user input in respect of the Sportsground, (QCC, June 30, 2012). This Committee was merged with the Queanbeyan Sports Council in September, abolished approximately around 2014.

Seiffert Oval is administered under the provisions of the Crown Lands Act 1989 and is managed in accordance with the public purposes of the land and the principles as set out in Section 11 of the Crown Lands Act 1989.

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Seiffert Oval – 36 Thurrallilly Street Queanbeyan East 2620

Table 1: Land and Structures

Feature	Description/Condition
Location	36 Thurrallilly Street – LOT 117 DP 823483 (Crown Reserve R85019)
Area	3.790 ha.
Landform and Surrounding Land Use	Multi-use playing field with lighting, grandstand, carpark, two (2) public toilet blocks, two (2) canteens, undercover shelter, ticket boxes.
Urban Services	The following services are provided to the site: electricity, water, gas, stormwater and sewer.



Map 2: Aerial View - Seiffert Oval – 36 Thurrallilly Street Queanbeyan East 2620

Use of the Land and Structures

This site is currently used as a sportsground, for active recreational sport. The premises are also used by the Veteran's Motorcycle Club as a meeting venue facilitating social cohesion and also to the Illawarra Disabilities Trust, as a gathering place for learning activities that facilitate integration into mainstream living.

Leases, Licenses and Other Estates

Leases and licences and the granting of other estates are primarily governed by sections 44-47E of the *Local Government Act 1993*. As at 2015, the Function Room is

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leased to the Veteran's Motorcycle Club and the Seiffert Sportsground Community Shed is leased to the Illawarra Disability Trust.

This plan of management authorises the lease, licence or grant of any other estate over 36 Thurrallilly Street which is consistent with land use under the Crown Lands Act and the core objectives of this plan, which is either exempt development or is permissible under *Queanbeyan Local Environmental Plan 2012*.

Future Use of the Land

Upgrade works to the grandstand, facility buildings and playing surface took place in 2014 and 2015. As a result of these upgrades, it is proposed that wider use by the Queanbeyan sports and other communities could result. Future use of the land is discussed further in this Plan of Management.

Crown Lands

In respect of the lands identified in this PoM for Seiffert Oval, 36 Thurrallilly Street, Queanbeyan East 2620, the principles of the Crown Land Management Act specify:

Principles of Crown land Management *Crown Lands Act 1989 Part 1 Section 11*

Part 1

11 Principles of Crown land management

For the purposes of this Act, the principles of Crown land management are:

- (a) that environmental protection principles be observed in relation to the management and administration of Crown land,
- (b) that the natural resources of Crown land (including water, soil, flora, fauna and scenic quality) be conserved wherever possible,
- (c) that public use and enjoyment of appropriate Crown land be encouraged,
- (d) that, where appropriate, multiple use of Crown land be encouraged,
- (e) that, where appropriate, Crown land should be used and managed in such a way that both the land and its resources are sustained in perpetuity, and
- (f) that Crown land be occupied, used, sold, leased, licensed or otherwise dealt with in the best interests of the State consistent with the above principles.

Part 5

95 Appointment of corporation to manage reserve trust

- (1) The Minister may, by notification in the Gazette, appoint:
 - (a) a council,
 - (b) a corporation constituted by or under an Act providing for the holding, managing of or dealing with church property, or

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- (c) any other corporation (including the Ministerial Corporation), to manage the affairs of a reserve trust.
- (2) A corporation so appointed has power to accept the appointment and to exercise all the functions of a manager of a reserve trust despite the provisions of the Act by or under which the corporation is constituted.
- (2A) A corporation may be appointed as the manager of a reserve trust for such term as may be specified in the notification of appointment or by any subsequent notification.
- (2B) The term of office of a corporation that has been appointed as the manager of a reserve trust may be extended by the Minister from time to time by a further notification in the Gazette.
- (3) A council may not be appointed to manage a reserve trust if the reserve is wholly or partly within the area of another council, except with the consent of the other council.
- (4) A document is sufficiently executed by a reserve trust managed by a corporation if it is executed under the seal of the corporation instead of the seal of the trust.

98 Application of Local Government Act where a council manages a reserve trust

- (1) If a council is the manager of a reserve trust and the reserve (or the part of the reserve) is a public reserve, the trust has all the functions of a council under the Local Government Act 1993 in relation to public reserves.
- (1A) However, the trust has no power to classify the public reserve or any part of it as operational land under the Local Government Act 1993.
- (2) This Act prevails to the extent of any inconsistency with the Local Government Act 1993 in relation to the public reserve and this section does not authorise a failure to comply with any provision of this Act.
- (3) In this section, **public reserve** has the same meaning as it has in the Local Government Act 1993.

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Current Use Seiffert Oval

Overview

The Queanbeyan Blues Rugby League Club have exclusive use of this facility, since the departure of the Canberra Raiders in the late 1980's. Over recent years, a number of community groups have begun to take an interest in using premises within this complex, such as the Veteran's Motorcycle Club and the Illawarra Disability Trust, discussed in more detail below.

The Queanbeyan Leagues Club

The Queanbeyan Blues Rugby League Club are the primary users of the Seiffert Oval sports precinct. The current Access Agreement with Council is dated 17 February 2015. The Club contributes approximately \$47,000 per year as part of this Access Agreement, which is subject to performance measures implemented by Council to maintain the turf sports oval.

QLC has contributed \$100,000 towards the new seats in the Grandstand, bringing the approximate number of seats in the Grandstand to 2000. The Council in return for this contribution have agreed to upkeep of the turf playing surface to a higher standard, sufficient to open it up for high profile competitive games such as the pre-season match between the Canberra Raiders and the Newcastle Knights that took place in February 2015.

Veteran's Motorcycle Club

In June 2014, the Council entered into an Agreement for Access for a 5 year period with the local branch of the Veterans Motor Cycle Club (VMC), to occupy the Function Room area under the Seiffert Grandstand for VMC meetings and social activities. The area consists of the open space, former function room, and storeroom, toilet block & separate WC, kitchen area and an outdoor open space under the roofline. The area became completely run down over time and has now been refurbished, mostly at the expense of the VMC.

The VMC provides camaraderie for ex-service, serving members and like-minded civilians. Assistance is also provided through active advocates within the membership to members who are under duress as a result of their former service. Families are a welcome part of the VMC make up, as attested by attendance at VMC fortnightly get-togethers.

The VMC is a functioning motor cycle club and rides at least once a month throughout the year.

Over the years the VMC has conducted charity rides to raise funds for charities and other recipients. The VMC has provided \$41,000 to MS Australia, \$10,000 to Snowy Hydro South Care, \$20,000 to Prostate Australia, and tens of thousands to the Canberra

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Hospital and Cooma Hospital. VMC's fundraising will also go towards the Queanbeyan and Cooma hospitals.

The Illawarra Disability Trust

In June 2014, Council commenced discussions with the disability sector wherein a need was identified for a purpose-designed venue in Queanbeyan to provide social opportunities and general living skills for people with disabilities. It was envisaged that the venue would be accessible to men and women and would contain areas for building, gardening and a quiet space for activities such as art and craft. Several locations for the project were investigated for suitability and the Community Shed at Seiffert Oval was selected as the preferred site.

An Agreement for Access for a 5 year period has been formalised between the Council and the Disability Trust. The Disability Trust space had been unused for many years and was run down, much like the Veteran's Motor Cycle Club space had been. A considerable amount of work was needed to achieve a functional and desirable space that would be suitable for its intended purposes.

The Disability Trust took a lead role in the project. They have worked collaboratively with other stakeholders to create an inclusive environment where the space to operate programs on an agreed timetable could be utilised.

The programs taking place at the site include:

- Cooking
- Gardening (using vegetables in cooking)
- Art programs
- Sewing
- Sporting programs (using lower oval)
- Woodwork
- Disability service, client gatherings and BBQs.

Council and the Disability Trust have worked closely with other project partners to make the site functional. The Queanbeyan Men's Shed, Veteran's Motor Cycle Club and Queanbeyan Rotary have all been actively involved in the work carried out at the site, proudly providing hands-on help and donating their time as labour to assist in finalising the project. Bunnings has also generously provided support by donating materials for the project.

Upgrade Project 2014 - 2016

The project to upgrade the Seiffert Oval complex aimed to improve and revitalise the multi-faceted facility which consists of various sports related buildings and a sports playing field. The project objective was to improve the viability of the complex to the wider Queanbeyan community by upgrading its appearance and enabling the complex to

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meet current Australian building standards, safety codes and regulations. Upgrade to the playing surface ensures the field is suitable for first grade competition sport.

The Seiffert Oval sports precinct encompasses a vast array of buildings (most constructed in the 1960s) scattered throughout the 2 acre complex, to support the former first grade playing field. The complex and upgrades include:

Table 2: Upgrade of facilities from 2014-2016

Description of Existing	Description of Upgrade
Major sports playing field with 2 dug-outs.	New seating to dug-outs. Upgrade of playing surface. Installation of new irrigation.
Grandstand with 2000 above-ground seats, incorporating corporate and media boxes.	Installation of new grandstand seats. Corporate boxes tidied up. New glass balustrade Duplication of entry steps
Under grandstand facilities including kitchen, canteen, referees room, multiple change rooms and bathroom facilities, gymnasium, sauna room and function/bar room.	Upgrade change rooms and bathroom facilities (by the QLC). Upgrade kitchen, canteen, server Upgrade internal toilet facilities, servicing kitchen and Function Room.
External toilet block	Renovate male toilets, paint, add new wash basins and install roof over urinal. Renovate female toilets, remove urinal. Remove two toilets and replace with wash basins. Paint. Incorporate new disabled toilet, partition from female toilet. Construct ramp to new disabled toilet. New signage.
Separate canteen building with toilet facilities under building and scoreboard infrastructure above.	New scoreboard. Upgrade to scoreboard section of building. Tidy up toilet facilities.
Separate canteen facility with change room.	Ceiling repairs, electricity and plumbing upgrades (by QCC). Install building materials, disability ramp, kitchenette, furniture and other resources (by The Disability Trust).
Separate function room, change	• Toilets patched up and painted, cisterns

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Description of Existing	Description of Upgrade
room and bathroom facility.	<p>repaired, new doors supplied and painted, new hardware (handles, hinges etc.) & security mesh placed over window.</p> <ul style="list-style-type: none"> • Fire door repaired & painted and additional security devices installed. • Doors replaced under grandstand storage areas, shelving installed and doors painted. • False wall was installed to prevent unauthorised entry (the premises had been the result of four break and enters within one week). • Bar area cleaned up and new seals installed on fridge doors. • Small but functional kitchen installed in back room, including new hot water service, sink and cupboards as well as a Zip mini-boil and a micro wave. • Existing cool room was re-commissioned with a new condenser and compressor installed. • New door fitted between bar and kitchen with updated security arrangements, then all was painted. • Security shutter fitted to front door, two 8Kw split systems installed in the club room and an extensive picture and crest hanging was installed. • Two unused rooms were painted, carpet tiled and converted into a bunk house with twelve double bunks fitted. • Toilets were revamped to working order. • Overhead projector and system installed. <p>(By the Veterans Motor Cycle Club)</p>
Open area dirt car park at rear of grandstand with no designated bays.	Resurface car park, mark out car parking bays to include mobility bays.

Seiffert Oval is located in a high profile and high visible location near the heart of the city of Queanbeyan. Upgrade works were necessary to improve the underutilised sports complex and to recommission the facility to benefit the Queanbeyan and district sports community as well as other community, recreation and business groups.

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Works to the Grandstand were completed for the NRL trial game between the Canberra Raiders and the Newcastle Knights, held at Seiffert Oval on 21 February 2015. As seen in the before and after photographs below, the old green seats were removed from the Grandstand and replaced with the blue and grey seats pictured below. The new seating arrangement allows for approximately 2000 under cover seats in the refurbished Grandstand.



Image: Prior to works commence, pictured, Mayor Tim Overall. Photo courtesy Queanbeyan Age



Image: Seat detail, Mayor Tim Overall with Parks Manager, Tim Geyer. Photo courtesy Queanbeyan Age

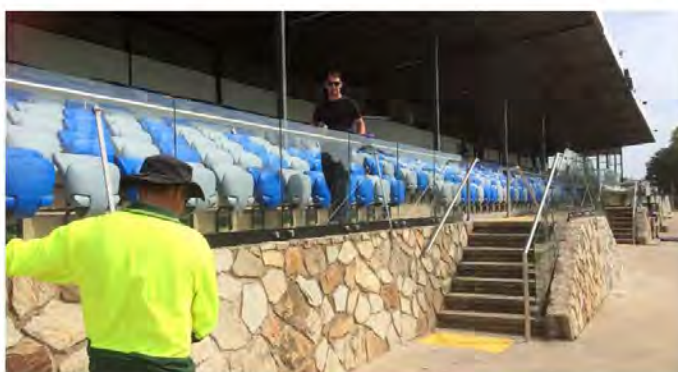


Image: Seat and Balustrade detail. Photo courtesy Debbie Sibbick 2015

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Community Values and Expectation

Much of the information in the table below came about as a result of consultations held with the Queanbeyan Sports Community, Council officers and elected officials that began in September 2015. The Sports community, and in particular the Queanbeyan Blues, expressly maintain that Seiffert Oval's primary purpose was for the playing of rugby league football. All other uses of Seiffert Oval would be ancillary, and in keeping with the mostly sports related use of the Seiffert precinct. Any other uses of the Seiffert Oval precinct would be permissible, however must maintain the integrity of the playing surface. Future use of the precinct is listed, however is not limited to, the ideas indicated in the table below.

Table 1: Community Values and Expectations

VALUE	EXPECTATION
Major rugby club use	<ul style="list-style-type: none"> Continued use of Seiffert as home ground for Blues. Maintain facility consistent with use. Upgrade when required. Playing surface maintained to an agreed standard with Queanbeyan City Council
High Profile Games	<ul style="list-style-type: none"> Source NRL and other high profile games Upgrade facility to meet NRL match requirements, e.g. additional undercover seating. Improvements to lights. Market facility as a high profile sports facility precinct
Use by Licensed Groups	<ul style="list-style-type: none"> Continued use of Seiffert facilities for licensed group activities Facilities maintained in keeping with requirements for current use Actively seek use by community groups Availability of leases and licenses for future and current users requiring security of tenure
Sports precinct	<ul style="list-style-type: none"> Source additional codes of sports, e.g. Women's soccer Potential for use by schools for school sport and school carnivals Potential for use by community groups for sports related activities Potential use for regional and or state sports carnivals

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Community Use	<ul style="list-style-type: none"> Increased use of the precinct within current or increased capacity, e.g. fairs and fundraising events that do not interfere with the integrity of the high profile sports playing surface. Appropriate facilities to allow community use Appropriate fee structure to encourage further use of the facility
Historical significance of the site.	<ul style="list-style-type: none"> The history and original purpose of the site is preserved. Acknowledge Seiffert as Canberra Raiders original home ground
Commercial Opportunities	<ul style="list-style-type: none"> Increased use of sports facility buildings within current or increased capacity, e.g. commercial catered use of kitchen and function rooms Realistic fee structure for use Generate income that will contribute to the management, maintenance or upgrade of the facility
Site Functionality and Landscape (including buildings and structures)	<p>Produce a Master Plan detailing:</p> <ul style="list-style-type: none"> Future landscape works to site Current and future use of playing surface Areas for potential development Areas for potential upgrade <p>Produce a Marketing Plan detailing:</p> <ul style="list-style-type: none"> Potential use of Seiffert Oval precinct that generates income, consistent with PoM guidelines Potential use of precinct to encourage increased use
Public Recreation	<ul style="list-style-type: none"> Council provides well maintained facilities within the precinct Upgraded facilities consistent with proposed future use Encourage use of precinct for passive recreation when not in use for regular sport or by licensed users

NRL Games

Council envisages this facility has the potential for NRL games, such as pre-season trial match held in February 2015; Country vs City games; and potential to host home games for the Canberra Raiders on a semi-regular basis. The successful pre-season trial match held at Seiffert Oval, between the Canberra Raiders and Newcastle Knights on 21 February 2015 saw a crowd of approximately 6,000 enjoy

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the game, bringing both social and economic benefits to communities directly and indirectly involved with Seiffert Oval. Council would like to see this type of use and activity continue.

In order for Council to host an NRL game at Seiffert Oval, a minimum set of facility standards are required. The NRL have provided Council the draft document, *NRL Venue Minimum Standards Draft 21 July 2014*. This document sets standards such as, venue capacity and seating, lighting standards and playing surface standards. The Seiffert Oval facility currently does not meet the standards required to host NRL games. A shortfall in seating capacity of 15,000 undercover seats and playing field lighting standards, i.e. 1400 lux level, are some of the major restrictions for hosting games, at this stage. Substantial funding is required to upgrade the Seiffert Oval facility to meet the minimum standards required to host NRL football games.

Alternative arrangements, such as the hire of portable lighting, may offset the requirement to install permanent, high cost, infrastructure, in order to accommodate NRL games.

Complimentary facilities, utilising the adjacent sports fields and Indoor Sports Centre amenities, could prove beneficial for larger sports events. For example, change room amenities at the Indoor Sports Centre were used by the junior NRL teams during the Raiders vs Knights trial match in 2015. The facilities include the Indoors Sports Centre (core hours 4pm-10pm Mon-Fri, with use of this facility by arrangement with Indoor Sports Centre management); Taylor Park; David Campese Field; High Street Playing Field, (contact Council for bookings of these fields).

Management Issues:

Due to size, nature and age of Seiffert Oval and its associated buildings and uses, management of this facility can be complex. A number of management matters have been identified and listed in the tables that follow, including general management issues; compliance; remaining engaged with the Queanbeyan community; public access; landscape design and character; use of the buildings through leases and licences; administration; and workplace health and safety.

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Table 2: Management Issues

Management Issues	Core Objectives	Performance Target	Means achieving of the objective	Manner of assessing performance	Responsibility
COMPLIANCE WITH THE CORE OBJECTIVES FOR SPORTSGROUNDS (AS PRESCRIBED UNDER THE LOCAL GOVERNMENT ACT 1993).	<p>(a) To encourage, promote and facilitate recreational, pursuits in the community involving organised and inform sporting activities and games and;</p> <p>(b) To ensure that such activities are managed, having regard to any adverse impact on nearby residences.</p> <p>(c) To improve the land is such a way as to promote and facilitate its uses to achieve the</p>	Compliance at all times with the core objectives for Sportsgrounds.	Refer to the core objectives when amending this plan of management.	When reviewing this plan, include review in terms of its compliance/non-compliance with the core objective and all other statutory provisions.	Infrastructure Engineering Services, Parks and Recreation.

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Management Issues	Core Objectives	Performance Target	Means achieving objective	of the	Manner assessing performance	of Responsibility
	other core objectives for its management.					

General Site Maintenance

Management Issues	Objective	Performance Target	Means of achieving the objective	Manner of assessing performance	Responsibility
GENERAL SITE MAINTENANCE.	To deliver and maintain safe, quality sport & recreation facilities through minimising risk at all sites.	To achieve high standard playing surface keeping line with the Australian Standards to minimise risk. Minimising risk through safe Australian Standards of maintenance practice.	<ul style="list-style-type: none"> • Develop a risk assessment checklist. • Maintain records of all assessments and prepare reports for the repair or replacement to be allocated to the appropriate department. • Obtain financial means to maintain facilities. • Maintenance schedule checklist. • Top dressing. • Fertilising. • Irrigation maintenance. 	<ul style="list-style-type: none"> • Weekly visual routine safety and maintenance check to occur during site inspections using a risk assessment checklist. • Ensure all works satisfy the requirements of Australian Standards and work place standards through a checklist system. • Irrigation testing. 	<p>Infrastructure - Engineering Operations Section.</p> <p>Infrastructure - Parks and Recreation Services Section.</p>

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Management Issues	Objective	Performance Target	Means of achieving the objective	Manner of assessing performance	Responsibility
	Vandalism and security.	To reduce opportunities for vandalism within any sportsgrounds.	<ul style="list-style-type: none"> Aerating. Weekly onsite inspections of amenities and maintenance schedules. <p>Review facilities within sportsgrounds to minimise opportunities for vandalism.</p>	<ul style="list-style-type: none"> Liaison with specific user groups. Specific ground surface and structural testing. <p>Number of vandalism incidents reported.</p>	
	Impact of sportsgrounds on neighbouring natural areas.	To manage sportsgrounds so to maintain the ecological values of surrounding natural areas.	<p>Identify sensitive natural areas adjacent to sportsgrounds.</p> <p>Determine management requirements and development constraints for the protection of those natural areas.</p> <p>Implement necessary management practices and development constraints.</p>	<p>Number of site where environmental requirements determined.</p> <p>Percentage of environmental indicators for natural areas.</p> <p>Key environmental indicators for natural</p>	

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Management Issues	Objective	Performance Target	Means of achieving the objective	Manner of assessing performance areas.	Responsibility

Community Consultation

Management Issues	Objective	Performance Target	Means achieving of the objective	Manner of assessing performance	Responsibility
COMMUNITY CONSULTATION	To provide for community input into the general management of each site and into this plan of management.	Consultation being in accordance with the <i>Local Government Act, 1993</i> during any revision of this plan of management.	Continue to undertake reviews of this plan in accordance with the public consultation provisions of the <i>Local Government Act, 1993</i> .	At every review of this plan of management check to see that consultation has been undertaken with the <i>Local Government Act, 1993</i> .	Infrastructure - Parks and Recreation Services Section.
	Meeting the community's expectations regarding the provisions of sportsgrounds facilities.	Ensure that sportsgrounds facilities are provided in-accordance with Council Policy.	Assessing requests for new facilities from Sportsgrounds Surveys and priority list for new facilities.	Level of demand for new sportsgrounds facilities.	

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Public Access to the Site

Management Issues	Objective	Performance Target	Means of achieving the objective	Manner of assessing performance	Responsibility
PUBLIC ACCESS	<p>To facilitate ongoing public access to sportsgrounds that is consistent with the core objectives of this plan.</p> <p>To provide facilities which are safe and secure and for the use of all members of the community.</p>	<p>Maintenance for reasonable and safe public access to each site.</p> <p>Take additional measures where necessary to enhance the safety and security of uses and visitors.</p>	<ul style="list-style-type: none"> Continue policies which enable the public reasonable and safe access to sportsgrounds. Vehicular access to the surface of sportsgrounds to be limited to emergency and authorised service vehicles only. Physical access to sportsgrounds and their associated facilities must consider people with special needs. Signage systems be developed which maintain appropriate public access to parks. 	<p>Regular review of public accessibility to each site.</p> <p>Annual check of responsibilities under Civil Liability Act 2002 and taking of remedial action as appropriate.</p>	<p>Infrastructure - Engineering Operations Section.</p> <p>Infrastructure - Parks and Recreation Services Section.</p>

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Management Issues	Objective	Performance Target	Means of achieving the objective	Manner assessing performance	Responsibility
			<ul style="list-style-type: none"> Access be designed or redesign as necessary to maximise efficient and safe circulation of pedestrian and cyclists. Provide adequate signage, access and surveillance/public sight lines measures. 		

Seiffert Oval Plan of Management

Landscape Design and Character

Management Issues	Objective	Performance Target	Means of achieving the objective	Manner assessing performance	Responsibility
LANDSCAPE DESIGN AND CHARACTER	To develop a distinct landscape character for Seiffert Oval through an appropriate landscape development plan.	<ul style="list-style-type: none"> Development of landscape character through appropriate detailing i.e. park furniture, signage, pedestrian circulation, provision of security lighting, picnic facilities and playground equipment. 	<ul style="list-style-type: none"> Develop a landscape development plan for each sportsground that reflects an individual character and identifies a practical approach to future use and development. Implement the landscape development plan for each site subject to appropriate funding being available. Access to be designed or redesigned as 	<ul style="list-style-type: none"> Review and assess the landscape development plan for each site every five years with respect to the minimum desired outcomes. 	Infrastructure – Parks and Recreation Services Section

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Seiffert Oval Plan of Management

Management Issues	Objective	Performance Target	Means of achieving the objective	Manner of assessing performance	Responsibility
			necessary to maximise efficient and safe circulation of pedestrians and cyclists		

Lease & Licences

Management Issues	Objective	Performance Target	Means achieving objective	of the assessing performance	Responsibility
LEASE AND LICENCES	To ensure that all leases, licences and the granting of other estates over sportsgrounds comply with applicable statutory provisions.	Compliance at all times with the applicable statutory provisions for all leases, licences and other grants over sportsgrounds.	<ul style="list-style-type: none"> Ensure that all existing and any new leases, licences. Take remedial action in the case of those leases, licences and other grants which don't comply with statutory provisions. 	When reviewing this plan, review each lease, licence and other grant in terms of its compliance/non-compliance with applicable statutory provision.	Infrastructure – Parks and Recreation Services Section.

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Seiffert Oval Plan of Management

Administration

Management Issues	Objective	Performance Target	Means achieving the objective	Manner of assessing performance	Responsibility
ADMINISTRATION	To effectively administer the regular use of sportsgrounds.	Use of sportsgrounds to be predominantly through a formalised booking system.	Day to day, week to week casual use of sportsgrounds are formalised under a booking system administered by the Parks and Recreation Services Section.	Assessment of formalised use of each sportsground via a booking system as a proportion of total use.	Infrastructure - Parks and Recreation Services Section.

Work Health & Safety Policy

Management Issues	Objective	Performance Target	Means of Achieving the Objective	Manner of Assessing Performance	Responsibility
Work Health and Safety (WH&S)	<ul style="list-style-type: none"> To provide a safe and health work environment for all workers including councillors, contractors, volunteers and visitors. 	<ul style="list-style-type: none"> Undertake a risk management approach to Council activities. Ensure compliance with Work, Health and Safety legislation, codes 	<ul style="list-style-type: none"> Identifying hazards, assessing risks and making decisions about how to eliminate or minimise risk. Making decisions about facilities for welfare of 	<ul style="list-style-type: none"> Compliance with the requirements of the <i>Work Health and Safety Regulation</i>. 	<p>Legal and Risk Section.</p> <p>All appointed Work Health Safety Officers.</p> <p>Infrastructure - Engineering</p>

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Seiffert Oval Plan of Management

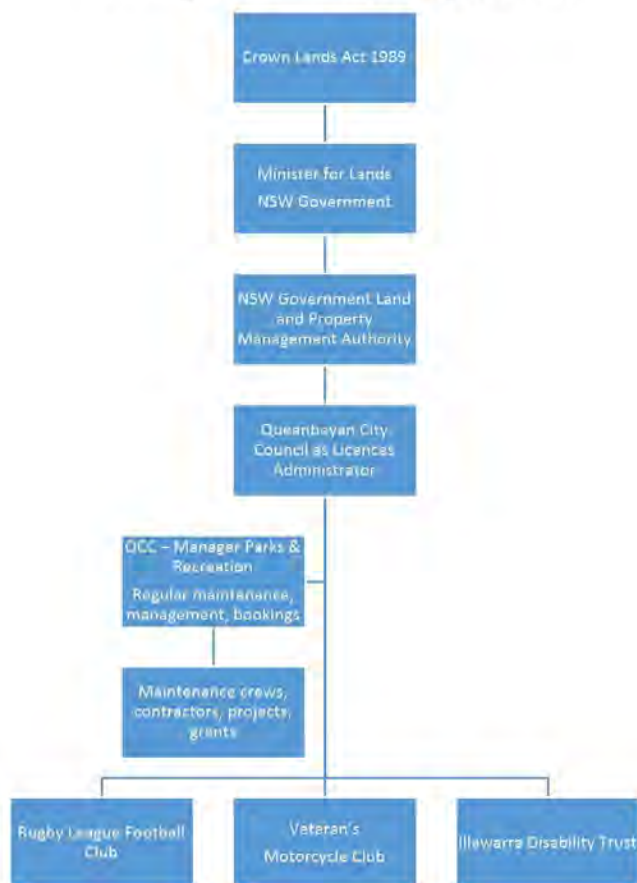
	<ul style="list-style-type: none"> • Ensure that all workers and others are not exposed to a risk to their health and safety as required by the <i>Work Health and Safety Act 2011</i>. 	<p>and standards wherever possible, whilst striving towards industry best practice and safe working environment.</p> <ul style="list-style-type: none"> • Ensuring the implementation of Council's (WH&S) Management System. 	<p>workers.</p> <ul style="list-style-type: none"> • Making decisions about the procedures for resolving WH&S and other issues and monitoring of the work environment. • Providing appropriate information, training, instruction, resources to support safety. • Ensuring plant, equipment and material are safe and without risk to health when properly used: and the safe systems of work are provided for the handling, storage and transportation of such items. 	<ul style="list-style-type: none"> • Effective systems are in place for monitoring the health of workers and workplace conditions. • Ensuring those injured returned to duties in a safe and timely manner. 	<p>Operations Section.</p> <p>Infrastructure - Parks and Recreation Services Section.</p>
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Seiffert Oval Plan of Management

STRUCTURE

This section provides an outline of the organisational structure, levels of authority and strategies for maintaining a high standard of management. This includes the Management and Reporting Structure as indicated in the organisational chart below, detailing the current reporting regimes and practices.

Management and Reporting Structure



- Administration — the daily operational procedures of Seiffert Oval is managed by the Queanbeyan City Council through the Manager of Parks and Recreation. This includes playing surface management; facility maintenance; facility upgrades. All risk, safety and associated emergency procedures management are controlled by Council. Each of the licensed groups maintains their own facility building.
- Booking procedures for use of the facility are currently managed by Council through the Manager of Parks and Recreation.
- Training Opportunities — no training opportunities have been identified at this stage.

Seiffert Oval Plan of Management

Asset Management Plan

An asset management plan is critical to the management of a facility. An overarching asset management plan exists for all sports fields managed by the Queanbeyan City Council, *Asset Management Plan: Parks and Recreation 2015-2019*. Planning documents related to that Plan should also be considered here, they are the:

- Queanbeyan City Council – Community Strategic Plan 213 – 2023
- Queanbeyan City Council – Delivery Program 2013 – 2017
- Queanbeyan City Council – Operational Plan 2013 – 2014; and
- Queanbeyan City Council – Resourcing Strategy



Local Government Planning and Reporting framework

Figure 1 – Integrated Planning and Reporting Framework

To protect the high capital investment and ensure the reliable operation of the Sports Precinct, a preventative maintenance program must be established.

Seiffert Oval:

The current physical description of Council assets on Crown Land are in the form of a Building Condition Assessment and Valuation report prepared for Council by Sergon Building Consultants in 2012.

Seiffert Oval Plan of Management

Asset Schedule

The following tables indicate the most current information available regarding Council's asset position on Crown Lands, in relation to infrastructure in the East Queanbeyan Sports Precinct, according to the Administration of Crown Reserves – Annual Report 2012.

Table 3: Seiffert Sportsground asset schedule, as at 30 June 2012

Asset type	Total replacement value	Accumulated depreciation	Written down value 30 June 2010
Seiffert Sportsground (Reserve 85019)	\$	\$	\$
Land	780,000	0	780,000
Buildings	6,350,000	0	6,350,000
Total	7,130,000	0	7,130,000

An updated asset schedule will be available for the next financial year 2016/17, after the upgrade of Seiffert Oval Grand Stand is completed.

Seiffert Oval Plan of Management

Financial Plan

Past, present and projected financial data must be presented to assess the viability of the facility, including:

- Past and projected financial statements covering the previous 12 months and the next two years. Include cash flow statements, profits and loss statements and balance sheets.
- Show the level of sales required to meet budget expectations.
- Clearly outline all assumptions made.
- Outline risk factors and contingency plans, i.e. shortfalls in attendance levels, increases in interest rates, cost escalation on major expenditure items, loss of key staff or reductions in competitors' fees.

Table 4: Seiffert Sportsground - Statement of Income and Expenditure, as at 2012

Statement of Income and Expenditure for Seiffert Sportsground			
Operating Expenses	2011/12 \$	Operating Income	2011/12 \$
Employment costs	2283	User Charges and Fees	
Materials and Services	53089	Other operating revenue	21400
Depreciation			
Other Expenses	23279		
Internal Expenses	21484		
Total Operating Expenses	100135	Total Operating Income	21400
Capital Expenses		Capital income	
Asset Acquisition		Transfer from Reserves	
Loan Repayments			
Transfer to Reserves			
Total Capital Expenses		Total Capital Income	
TOTAL EXPENSES	100135	TOTAL INCOME	21400
BUDGET RESULT = \$78,735 (deficit)			

Seiffert Oval Plan of Management

Table 5: Multipurpose Indoor Sporting Complex - Statement of Income and Expenditure, as at 2012

Statement of Income and Expenditure for Multipurpose Indoor Sporting Complex			
Operating Expenses	2011/12 \$	Operating Income	2011/12 \$
Employment costs	2191	User Charges and Fees	
Materials and Services	17717	Other operating revenue (lease rental)	21191
Depreciation			
Other Expenses	37		
Internal Expenses	11244		
Total Operating Expenses	31189	Total Operating Income	21191
Capital Expenses		Capital income	
Asset Acquisition		Transfer from Reserves	15913
Loan Repayments			
Transfer to Reserves	21191		
Total Capital Expenses	21191	Total Capital Income	
TOTAL EXPENSES	52380	TOTAL INCOME	37104
BUDGET RESULT = \$15,276 (deficit)			

Seiffert Oval Plan of Management

Market Research

It is recommended that a separate marketing strategy be formulated for the Seiffert Oval precinct, incorporating use of all facilities identified in this PoM.

Market research should provide an analysis of our competitors, customers and the marketplace. It should:

- Demonstrate that the facility will have a substantial market in a growing industry.
- Provide data that proves attendance and revenue projections can be achieved despite the competition.
- Identify who your competitors are, their strengths and weaknesses and how they are likely to react to competitive pressure.
- Provide data on your existing customers and usage patterns. Identify your target groups — their size, particular needs, why they use your facility and how much they are willing to pay.
- Analyse the market in which you operate and create a market niche for your facility. Evaluate the services/products being provided by your competitors and look for gaps within the market place. Broaden the boundaries of the market by envisioning services/products that do not yet exist. Seek out opportunities that will enable your facility to make a difference — the potential to offer something new!

Seiffert Oval Plan of Management

Review of the management plan

For management plans to remain effective, they need to be reviewed and amended regularly. This requires processes that ensure the plans remain a dynamic working tool for the organisation.

Goals, objectives, community values and expectations of this Plan of Management will be reconsidered through a community consultative process.

This Plan of Management will be reviewed every five (5) years. Any proposed changes or amendments to the adopted Plan in the intervening time must be considered by the Reserves Trust Manager. The preparation of any revised Plan of Management as a result, will be placed on public exhibition for community and stakeholder comment.

It is recommended that a sub-committee or working party be formed, to review the whole management plan each year to check whether the set goals, objectives, community values and expectations have been implemented or are still relevant. Should this not be a viable prospect, commencement of the review of this Plan of Management, through a community consultative process, should take place at least 12 months prior to the proposed five (5) year review.

Seiffert Oval Plan of Management

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

9 MAY 2018

ITEM 5.1 STRATEGIES FOR REVIEW PART 2

ATTACHMENT 2 BUSINESS PAPER REPORT - PLAN OF MANAGEMENT -
SEIFFERT OVAL 2016

**ORDINARY MEETING OF COUNCIL
DETERMINATION REPORTS**

10 AUGUST 2016

**8.5 Adoption of Plan of Management - Seiffert Oval (Ref: C16100881; Author:
Hansen/Sibbick)**

Summary

At the Ordinary Meeting held on 27 April 2016, Council resolved to endorse the 'Draft Plan of Management – Seiffert Oval' for public exhibition and that the document be exhibited for a period of 28 days, allowing 42 days for the public to comment, with any comments received to be reported to Council. The exhibition and public comments period has now closed.

Recommendation

- 1. That Council adopt the Plan of Management – Seiffert Oval, under Section 40 of the Local Government Act 1993.**
 - 2. Forward the Plan of Management to the Minister responsible for Crown Lands for adoption under Section 114 of the Crown Lands Act 1989.**
-

Background

Seiffert Oval at 36 Thurrallilly Street, Queanbeyan, is a public reserve on crown land, Reserve No. R85019, with Council as the Corporate Trust Manager. It is a legislative requirement under the Crown Land Act 1989 for plans of management to be prepared for crown lands under the care, control and management of Council. These plans outline the management and use of community land and generally indicate that Crown Land where Council is the Corporate Trust Manager will be managed in the same manner.

Consultation with the Queanbeyan sports community, Council staff and other community members has ensued over the past (approximately) twelve months in order to develop a Draft Plan of Management for Seiffert Oval. This Draft Plan of Management is the first plan of management (PoM) prepared for Seiffert Oval. After endorsement by Council on 27 April 2016, the draft Plan was placed on public exhibition for a period of 28 days, with a further period of up to 42 days allowed for public comment or feedback.

No feedback or comments were received from the community for this PoM, therefore the plan is now ready for adoption by Council, and then referred to the Minister responsible for Crown Lands for adoption.

The finalised plan will now be a guide for community groups, sporting clubs and future Councils to facilitate the ongoing use and development of Seiffert Oval.

Implications

Legal

The Crown Land Act 1989 provides for preparation of plans of management for Crown Reserves in consultation with the community. The Crown Reserve Trust for Seiffert Oval is R85019. The Minister for Crown Land may consider adopting the Seiffert Oval Plan of Management after the regulatory 28 day public exhibition period.

Page 19 of the Ordinary Meeting of the QUEANBEYAN-PALERANG REGIONAL COUNCIL held 10 August 2016.

Mr Tim Overall – Administrator, Chairperson

ORDINARY MEETING OF COUNCIL

10 AUGUST 2016

8.5 Adoption of Plan of Management - Seiffert Oval (Ref: C16100881; Author: Hansen/Sibbick) (Continued)

Under the Crown Land Act 1989, where a council is the manager of a reserve trust and the reserve is a public reserve, the trust has functions of a council under the Local Government Act 1993 in relation to public reserves. The Draft Seiffert Oval Plan of Management was therefore also prepared in accordance with Section 40 of the Local Government Act 1993 and the Local Government (General) Regulations 2005.

Adopting the Plan of Management will ensure the document becomes a guide to the ongoing management of Seiffert Oval and the assets within the Seiffert Oval reserve. The Plan of Management does not address asset renewal or depreciation. Asset renewal is covered by the Parks and Recreation Asset Management Plan.

Social / Cultural

Seiffert Oval has a long standing social and cultural importance within the Queanbeyan community, being the original home ground of the Canberra Raiders and long-time home ground of the Queanbeyan Blues Rugby League Football Club. Adoption of the Plan of Management will ensure that Council continues maintains this cultural aspect of Seiffert Oval, and that it remains available for this use.

Adoption of the Plan of Management ensures the Veterans Motor Cycle Club and the Disabilities Trust, who also use the Seiffert Oval facility buildings remain as a home base for these groups.

The Plan of Management encourages Council to consider upgrades and other improvements to the facilities at Seiffert Oval to attract and accommodate professional NRL or trial games and other professional codes of league football.

Economic

Economic benefits to Queanbeyan may be gained through increased use of Seiffert Oval in conjunction with other local facilities. The broader benefits of integrating recreation, sport and community activity between Seiffert and the Queanbeyan Indoor Sports Centre may be explored.

Consultation

The draft plan of management was placed on public exhibition on Friday 6 May 2016 until Monday 6 June 2016. Comments were invited up until Monday 20 June 2016.

No submissions were received.

Financial

No funding is required to support the adoption of the Plan of Management.

Seiffert Oval currently has an annual maintenance budget is \$133,000 and receives an annual income of approximately \$49,000 leaving a net result of \$84,000. This plan will not impact on that budget, as most items requiring attention have previously been identified.

Page 20 of the Ordinary Meeting of the QUEANBEYAN-PALERANG REGIONAL COUNCIL held 10 August 2016.

Mr Tim Overall – Administrator, Chairperson

ORDINARY MEETING OF COUNCIL**10 AUGUST 2016****8.5 Adoption of Plan of Management - Seiffert Oval (Ref: C16100881; Author: Hansen/Sibbick) (Continued)**

Additionally, approximately \$1.6M has been spent over the past two years on the upgrade of Seiffert Oval, so that it is more attractive to the community in attracting an increased use of facilities. A report was provided to the former Queanbeyan City Council on options and costs to permanently or temporarily improve facilities to enable NRL or trial games at Seiffert.

Integrated Plan

This PoM aligns with the themes of the Delivery and Operational Plans, 'Culture and Leisure', in providing sound and sustainable sporting facilities for the Queanbeyan Community.

Conclusion

The Draft Plan of Management for Seiffert Oval was placed on public exhibition, allowing the community to make submissions, comments or provide feedback. The exhibition period for comments or feedback for the Draft Plan of Management – Seiffert Oval has now closed. There were no submissions received. It is therefore requested that Council consider adoption of the Plan of Management for Seiffert Oval. The Plan should then be forwarded to the Minister for Crown Lands for consideration to adopt the Plan also. This document becomes a working plan for the management and maintenance of Seiffert Oval.

Attachments

Attachment 1 Seiffert Oval - Plan of Management - Draft (*Under Separate Cover*)

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

9 MAY 2018

ITEM 5.1 STRATEGIES FOR REVIEW PART 2

ATTACHMENT 3 BUSINESS PAPER REPORT - CAPTAINS FLAT FLOODPLAIN
RISK MANAGEMENT STUDY AND PLAN 2016

**ORDINARY MEETING OF COUNCIL
DETERMINATION REPORTS****23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb)**

Summary

This report provides Council with the opportunity to adopt the Captains Flat Floodplain Risk Management Study and Captains Flat Floodplain Risk Management Plan. It contains background information on the process undertaken to date, a summary of the community consultation undertaken as part of this process and recommends that the Study and Plan be adopted in their current form, but that the option for voluntary purchase only be partially implemented at this time.

Recommendation**That Council**

1. adopt the Captains Flat Floodplain Risk Management Study and Captains Flat Floodplain Risk Management Plan as attached;
 2. thank the Captains Flat Floodplain Risk Management Committee, particularly the community members, for their efforts in assisting to produce the Floodplain Risk Management Plan;
 3. pursue funding through the NSW Office of Environment and Heritage Floodplain Risk Management grants process to undertake options identified as High and Medium in the Plan on the basis that Council will provide one-third of the costs in its 2017-18 budget;
 4. pursue funding through the NSW Office of Environment and Heritage Floodplain Risk Management grants process to undertake the voluntary purchase scoping study on the basis that Council will provide one-third of the costs in its 2017-18 budget;
 5. note the voluntary purchase program is an option of last resort and refrain from implementing any program until community attitudes are more supportive; and
 6. make provision for the construction of the recommended projects in future budgets when funding can be provided by the State and Council under the NSW Office of Environment and Heritage Floodplain Risk Management grants program.
-

Background

Captains Flat was founded as a mining settlement in the late 19th century and experienced rapid, relatively uncontrolled development during the mining boom years of the early to mid-20th century. As a result of this development, residences and businesses were developed in areas of the town that are subject to flooding from the local watercourses.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

Captains Flat, therefore, has a history of mainstream flooding. Four drainage systems – the Molonglo River, Keatings Collapse, Kerrs Creek and an un-named creek referred to as Town Creek – converge at the village. They all form on higher uphill slopes generally to the south and east of Captains Flat on the western side of the Great Dividing Range. Keatings Collapse and Kerrs Creeks join the Molonglo River within the town boundaries and just downstream of the 820 ML dam that supplies the town with its water supply. Town Creek joins the Molonglo River immediately downstream of the village. The combined catchment area is approximately 45 km².

The village has experienced a number of flood events over the years with the worst, according to current residents, occurring in December 2010. Over a dozen houses and businesses at Captains Flat were inundated by floodwaters on 9 December 2010 when about 100mm of rainfall fell in 24 hours in the catchment above the town. The peak of the flood occurred in the early hours of the morning in the lower areas of Foxlow Street when flow from the Molonglo River (after passing over the top of the town water supply dam) and floodwater from Keatings Collapse combined to put up to a metre of water through some buildings. The impact of flooding in the town was exacerbated by blockage of key drainage paths by flood debris. Sheet flow off the hills on each side above Foxlow Street caused nuisance flooding of properties in the northern and central sections of the built-up areas of the town. Some flooding was also experienced along Kerrs Creek.

There was little warning of the rising waters in the lower parts of the town and some residents were lucky to escape unhurt. The emergency management plan was activated by the SES. Substantial damage was caused to property and contents with significant financial loss experienced by the owners of these properties.

Daily rainfall records document far larger rainfall events in the 20's, 40's and 70's. Major flooding is on record as having occurred in 2012, 1991, 1988, 1978 and 1945.

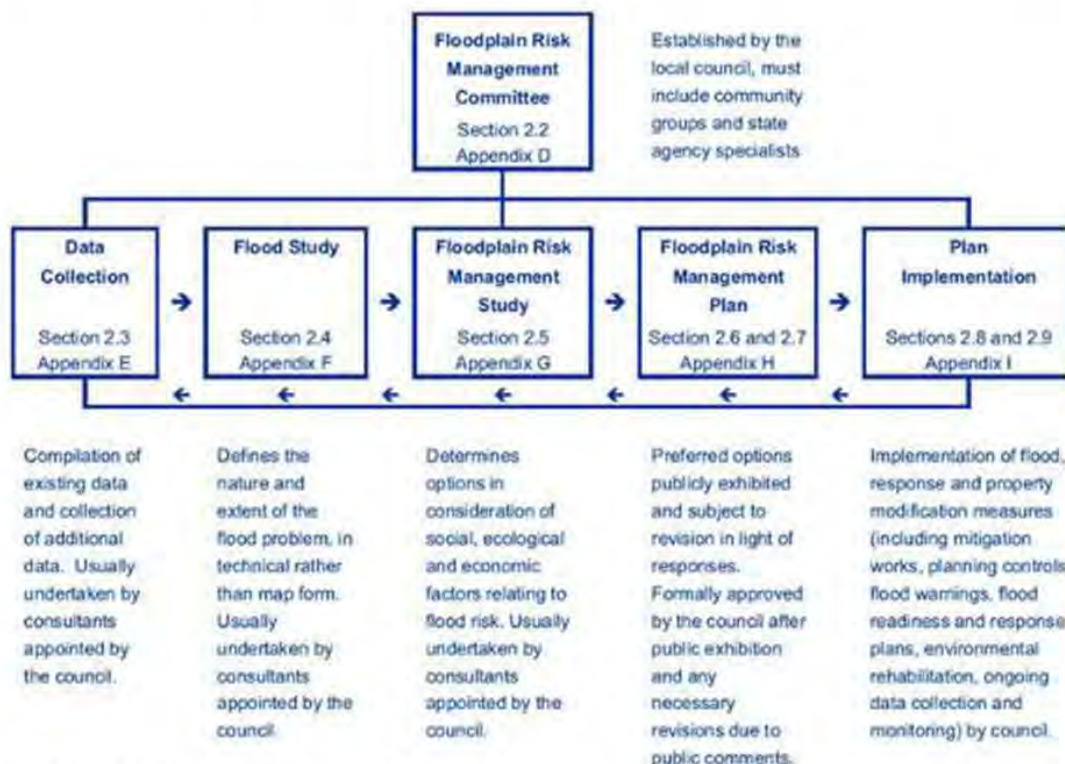
Floodplain Risk Management Process

The NSW Government has developed the Flood Prone Land Policy, the Floodplain Risk Management Process and the Floodplain Development Manual to guide management of floodplains. The aim of the Policy is to safely manage existing communities at risk of flooding through the implementation of appropriate controls and emergency management activities while allowing appropriate development of new land within floodplains. New development is required to consider the effects of the development on existing development, the future risk to new communities and emergency management for the new community. New development will only be permitted where risks to existing and future communities can be effectively managed.

To better protect existing communities and to assess future development opportunities, Council is encouraged to undertake floodplain risk management studies for at-risk communities. The process, outlined in the figure below, involves the study of the catchment, the watercourses, the communities and emergency responses. The process ultimately recommends a series of structural works (such as levee banks), planning controls (such as minimum floor levels) and emergency response procedures (such as evacuation routes) that, when implemented, will reduce risk to the existing community to a level acceptable to the community.

ORDINARY MEETING OF COUNCIL

23 NOVEMBER 2016

S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)

(From NSW Floodplain Development Manual)

Council is currently towards the end of the process to develop a floodplain risk management study and plan. Background information on the Captains Flat Flood Study and Floodplain Risk Management Committee is discussed following.

Captains Flat Floodplain Risk Management Committee

The Captains Flat Floodplain Risk Management Committee (FRMC) was formed to guide the development of both the flood study and the subsequent floodplain risk management project.

The FRMC is made up of the following members:

- Elected members of Council
- Community Members
- Council staff from Infrastructure Planning and Planning
- NSW Office of Environment and Heritage (OEH)
- NSW State Emergency Service (SES)

Representatives from OEH sit on the Committee as a non-voting member and provide technical assistance and expertise.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**Captains Flat Flood Study

Following the 2010 flood event, the former Palerang Council commissioned Cardno to undertake a Flood Study for Captains Flat (FS). The FS considered the following design flood events:

- 20% Annual Exceedance Probability (AEP);
- 10% AEP;
- 5% AEP;
- 2% AEP;
- 1% AEP;
- 0.5% AEP and,
- the Probable Maximum Flood (PMF – the theoretical largest possible flood)

A 1% AEP indicates that there is a 1% chance of a flood of that magnitude (or greater) in any one year. AEP has recently replaced the use of annual recurrence intervals (ARI).

Each event was modelled for a range of durations ranging from the 30min event up to the 24 hour event in order to determine critical durations for the study area. Peak water levels, depth and velocities, as well as provisional flood hazards and hydraulic categories were determined for each AEP event.

The Captains Flat Flood Study identified flood prone land as generally located within floodways, with extremely limited flood fringe and flood storage areas. A large portion of the southern area of the town is directly affected by flooding, with flood impacts on properties in events as low as the 20% AEP event. Flooding also occurs within the town in a short time frame, with peak flooding occurring between 1 and 9 hours (after the start of the storm event) in the 1% AEP event. The study indicated the December 2010 event was between a 20% and 10% AEP event. Specifically, the FS found the following about flooding behaviour:

Molonglo River

- Is the major flowpath in the study area
- Has floodwater flows of up to 3.8m deep and 5m/s in the 1% AEP event, with greater depths experienced in the PMF
- Is a high hazard flow path
- In events as small as the 20% AEP event, breaks its banks on the western side and inundates a number of private lots
- Causes road overtopping, particularly in the vicinity of the Foxlow Street Bridge

Keatings Collapse

- In events larger than the 2% AEP event, flows overtop Jerangle Road due to insufficient capacity of the pipe. This flow proceeds north and east along Foxlow Street before crossing through a number of properties into the Molonglo River.
- Overtopping flows are typically less than 0.3m even in large events.
- Flow within Keatings Collapse is high hazard; however, the overtopping flows are low hazard. The high hazard regions only affect bushland or open space.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**Kerrs Creek

- In events larger than the 20% AEP event, the flow overtops Foxlow Street where it transitions to the piped reach.
- A portion of the flow breaks out of the creek at the pedestrian bridge at Willow Road. This flow moves west along Kurrajong Street, crosses Foxlow Street, before draining into the Molonglo River.
- The flowpath results in flooding of residential lots between Kurrajong Street and Wattle Avenue. The creek flow and Kurrajong Street flows are high hazard, though all property flooding is low hazard.

Town Creek

- The flowpath inundates a number of properties adjacent to it. However, the flows are shallow and slow moving, and the flowpath is classified as low hazard.

Preliminary assessments were undertaken on road and property flooding in order to provide initial flood intelligence to Council and the SES prior to the comprehensive Floodplain Risk Management Study being undertaken.

As part of the FS, the community raised some options that they would like investigated as flood mitigation strategies. Three of these, clearing of the Molonglo River, regrading of the Molonglo River, and utilising Captains Flat Dam as a flood control structure, were assessed for the 10% AEP and 1% AEP to provide some early indication of their feasibility.

Both the clearing and regrading options reduced levels upstream of the Foxlow Street Bridge in both the 10% and 1% AEP events. Analysis of Captains Flat Dam showed it was not effective for controlling flood waters, even if empty at the start of the storm, as floodwaters filled the dam 3 hours before the peak of the flood event, so there was no change in peak flood levels or extents.

The Captains Flat Flood Study was adopted by the former Palerang Council at the October 2013 Ordinary Council meeting (Resolution 254/2013).

Captains Flat Floodplain Risk Management Study

Following the Flood Study, Council applied for and were successful in obtaining a grant to undertake the next two phases of the Floodplain Risk Management process – developing a floodplain risk management study and floodplain risk management plan. This process is now in its final stages and is ready for submission to Council for consideration. The work has been undertaken by Cardno under the direction of the Captains Flat FRMC.

The draft Captains Flat Floodplain Risk Management Study (FRMS) and Floodplain Risk Management Plan (FRMP) are provided under separate cover. The following sections contain relevant information about the process, findings and implications of the FRMS. Although discussed separately in this report, the FRMS and FRMP were produced concurrently.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**Objectives

The objectives of the FRMS are to:

- Review the current Captains Flat Flood Study (Cardno, August 2013) and update the model to reflect current catchment conditions;
- Review Council's existing environmental planning policies and instruments including Council's long term planning strategies for the study area, particularly in the light of the potential impact of climate change & in terms of consistency with the principles of the Floodplain Development Manual (2005).
- Identify residential flood planning levels and flood planning area
- Identify works, measures and restrictions aimed at reducing the social, environmental and economic impacts of flooding and the losses caused by flooding on development and the community, both existing and future, over the full range of potential flood events and taking into account the potential impacts of climate change.
- Assess the effectiveness of these works and measures for reducing the effects of flooding on the community and development, both existing and future and taking into account the potential impacts of climate change;
- Consider whether the proposed works and measures might produce adverse effects (environmental, social, economic, or flooding) in the floodplain and whether they can be minimised;
- In terms of the Department of Planning Circular PS 07-003 and "Guideline on Development Controls on Low Flood Risk Areas – Floodplain Development Manual", determine if and where exceptional circumstance are appropriate for flood related development controls on residential development on land outside the residential flood planning area.
- In consultation with the NSW SES, review the local flood plan, identify deficiencies in information and address the issues identified in the DECCW Guideline "NSW SES Requirements from the FRM Process."
- Examine the present flood warning system, community flood awareness and emergency response measures in the context of the NSW State Emergency Service's developments and disaster planning requirements.
- Examine ways in which the river and floodplain environment may be enhanced without having a detrimental effect on flooding; and,
- Identify modifications required to current policies in the light of investigations.

Community Consultation – Stage 1

An initial round of community consultation was undertaken in December 2014. An information cover letter and questionnaire were distributed to property owners within the Captains Flat township. The cover letter provided an outline of the floodplain risk management process and the objectives of the study. The questionnaire sought information about historical flooding events and flood awareness within the community.

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S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)

The cover letter and questionnaire were delivered to approximately 320 property owners within the catchment area. Surveys were also hand-delivered to properties to ensure that renters were given an opportunity to respond. The cover letter also provided a link to a study website that provided additional information and the option to complete the survey online.

From the distribution, 25 responses were received, representing a return of approximately 8%. This rate of return was similar to that of the previous Flood Study, and is typical for these types of surveys.

The questionnaire asked respondents to give a ranking of 1 – 5 to a variety of potential flood mitigation and management options, with one being most preferred and five not being preferred. By taking an average of the marks given to each option, the options were ranked based on resident preference. Overall results are shown in the following figure, which is reproduced from the FRMS report.

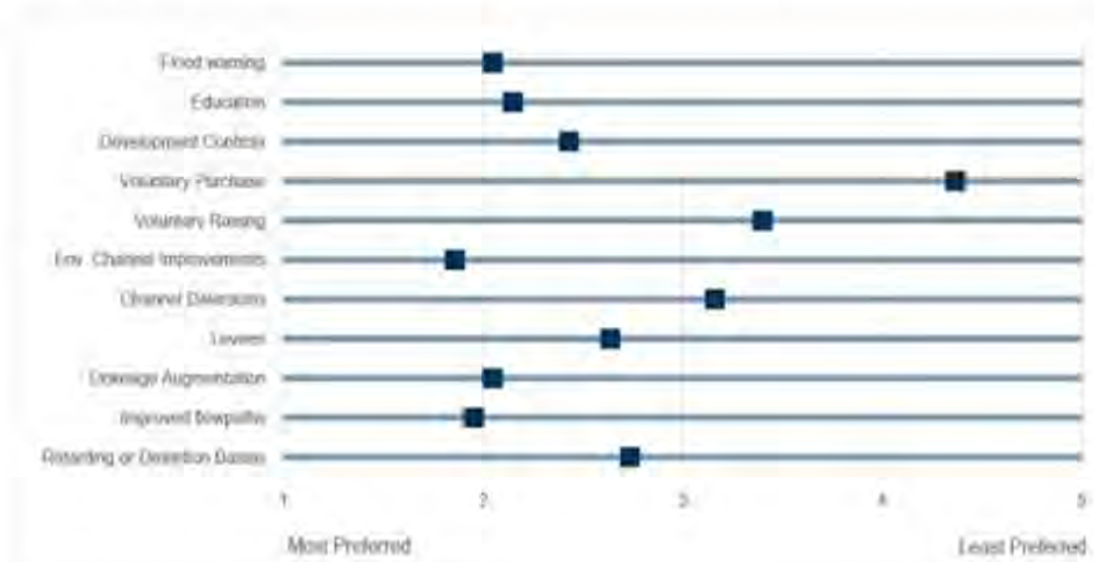


Figure 4-4: Community Preferred Flood Mitigation Options

The majority of options were generally supported, with average scores of 2 – 3. Two options were highly supported with average scores less than 2 – environmental channel improvements and improved flowpaths.

There was little support for voluntary purchase, with an average score of greater than 4. Voluntary raising and channel diversions were also ranked relatively poorly.

Overall, the community showed a preference for non-structural mitigation options.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**Community Consultation – Stage 2

Following the initial consultation, Cardno undertook an assessment of preliminary options. A community workshop was held at the Captains Flat Community Hall on Wednesday 8th April 2015. The workshop was undertaken to discuss the study with the community, and in particular to consult with the community on the preliminary assessment of potential mitigation options. Comment and feedback was sought on the suitability of these options, and also whether the community had additional options to be assessed. The preliminary options are shown in Table 13-2. Key comments and feedback from the community workshops included:

- Revetment/armouring of any reworked creek is required
- The environmental and aesthetic appeal of the creeks must be considered in the works
- Vegetation and debris management was strongly supported
- Strong agreement to examine culvert blockage and capacity in the project
- Sheet flow off surrounding hills should be considered
- There is a build-up of silt at the inlet to Kerrs Creek culverts
- Concerns about easement along back of properties along Foxlow St near Town Creek
- Vegetation removal must include removal of poisoned willows
- Residents should be encouraged to take care of their own properties to protect the wider town
- Loss of land has occurred as a result of erosion in Kerrs Creek

No additional options were suggested for assessment by the community.

Flood Mitigation Options Assessment

The following options were considered as part of the preliminary options assessment. Of these, options shown in grey were not considered in the final options assessment for a variety of reasons discussed in the FRMS report. Options carried forward were assessed against the following criteria:

- Capital cost
- Recurrent cost
- Net Present Value
- Reduction in annual average damages
- Benefit-cost ratio
- Reduction in risk to property
- Reduction in risk to life
- Reduction in social disruption
- Community support
- Council support
- Environmental impacts and benefits

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

Scores for each option are shown in the table below.

Option ID	Modification Category	Description	Score
F1	Flood Modification	Drainage upgrade	12
F2	Flood Modification	Structure upgrade	9
F3	Flood Modification	Kerrs Creek Detention Basin	
F4	Flood Modification	Vegetation Management	1
F5	Flood Modification	Channel works	13
F6	Flood Modification	Use of Captains Flat Dam as detention structure	
F7	Flood Modification	Lot raising along Foxlow Street	
P1	Property Modification	Voluntary Purchase	11
P2	Property Modification	Building and Development Controls	2
P3	Property Modification	Flood Proofing Guidelines	3
P4	Property Modification	House raising	
P5	Property Modification	House rebuilding	
P6	Property Modification	Land swap	
P7	Property Modification	Council redevelopment	
EM1	Emergency Modification	Response Information transfer to the SES	4
EM2	Emergency Modification	Response Flood warning system	5
EM3	Emergency Modification	Response Public awareness and education	6
EM4	Emergency Modification	Response Flood warning signs	9
EM5	Emergency Modification	Response Upgrade Miners Road	7
DC1	Data Collection Strategy	Data collection following a flood event	8

Other FRMS Findings

In addition to the assessment of the options, the FRMS expanded on a number of issues following on from the Flood Study. A summary of these findings is provided below.

- Overfloor flooding commences in events as common as the 10% AEP event and sharply increases in floods greater in magnitude than 2% AEP event
- 28 residential properties and 9 commercial properties experience overfloor flooding in the 1% AEP event
- 102 properties (92 residential, 10 commercial) are affected by overfloor flooding in the PMF event
- The PMF is a significantly larger flood than other events and is approximately 2.5m greater in depth than the 1% AEP event in some locations
- There is little to no flood warning time available within the study area
- Flooding in Captains Flat poses a significant risk to life
- Access roads within the town are cut in 20% AEP and greater events
- Flooding within Captains Flat is characterised as flash flooding meaning there is little opportunity to undertake evacuation due to the short timeframe between the beginning of the rainfall event and the arrival of floodwaters

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

Figures 5-1 and 5-2 show the true hazard for the 1% AEP and PMF events.

Captains Flat Floodplain Risk Management Plan

The findings of the FRMS were used to develop the FRMP. The following section contains a summary of the FRMP, which is provided under separate cover.

Objectives

The objectives of the FRMP are to:

- Reduce the flood hazard and risk to people and property in the existing community and to ensure future development is controlled in a manner consistent with the flood hazard and risk;
- Reduce private and public losses due to flooding;
- Protect and where possible enhance the river and floodplain environment;
- Be consistent with the objectives of relevant State policies;
- Ensure that the draft floodplain risk management plan is fully integrated with Council's plans and proposals, meets Council's obligations under the Local Government Act, 1993 and has the support of the local community;
- Ensure proposed actions are sustainable in social, environmental, ecological and economic terms; and,
- Establish a program for implementation.

Community Consultation – Stage 3

Following the completion of the assessment of options, and development of the draft FRMP, community consultation was again undertaken. The consultation included a public exhibition workshop held at the Captains Flat Community Hall on Wednesday 2nd March 2016. The workshop presented the draft outcomes and recommendations from the study to the community and offered the community a further opportunity to provide feedback on the FRMP prior to finalisation.

The majority of residents expressed general support for the draft Plan, however reservation was again expressed about voluntary purchase. Key comments from the discussion are outlined below:

- Voluntary purchase may sterilise the southern portion of the town. It was explained that this was the intent of that measure as it is a high risk area within the town
- Voluntary purchase would only apply to residential properties, leaving the commercial areas isolated, particularly so for the pre-school
- An early warning system needs to be a priority to increase the time for residents to evacuate
- Maintenance of stormwater infrastructure needs to be improved and be undertaken more frequently. It was explained that stormwater infrastructure is generally sufficient only for minor events and that no maintenance schedule will prevent flooding in this area

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

Two written submissions were made during the public exhibition period. The first submission was made by the Queanbeyan & District Preschool Association. Their submission comprised the following comments:

- If voluntary purchase proceeds, the preschool would be left in an isolated area leading to an increase in overall risk, not just flood risk.
- If the other blocks in the area were to be bought by council and reclassified we would have concerns as to who would be responsible for the upkeep of the area around the Preschool.
- If the preschool was further isolated, it may prove less of an attraction for parents to bring their children to our service and we would suffer in regards to our operational viability (as it stands we currently only operate two days per week).
- Evacuation times need to be made as long as possible to allow safe evacuation of the centre. They have suggested an evacuation alert time of one to two hours would be appropriate.
- As Foxlow Street Bridge goes under in many flood events, the only evacuation route is Miners Road. This road has safety issues and should be improved to provide an enhanced evacuation route
- Vegetation management should be undertaken to reduce debris obstructions along the Molonglo River.
- Raising and repairing Foxlow Bridge should be considered.

With regard to the raising of Foxlow Street Bridge, this option was not feasible as it would also require raising of significant lengths of Jerangle Road and Foxlow Street to tie into the raised road that is not feasible due to existing access requirements.

The second submission made was by Captains Flat Public School. The points made in their submission were:

- The Captains Flat Public School has been identified in the draft Plan as a potential flood refuge location
- The current principal is supportive of this arrangement provided suitable arrangements for issues related to Workplace Health and Safety, site access, site management and required equipment and supplies can be satisfactorily agreed with Council and the SES.

The Regional SES Headquarters also expressed their concern about 'shelter in place' provisions.

Following consultation, two minor changes were made to the draft FRMP. The first involved changing the priority of the early warning system to High and the second was the inclusion of upgrade and sealing of Miners Road to provide an alternate evacuation route.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**FRMP Recommended Options and Implementation Plan

The options recommended in the FRMP and their implementation order are detailed below and are shown on Attachment 1. Summary costs are provided in the second table below.

ID	Description	Estimated Capital Cost	Estimated Recurring Cost	Funding Sources /Responsibility	Priority for Implementation
F4	Vegetation Management	\$780,000	\$15,000	Council / Community	High
P2	Building and Development Controls	\$15,000	\$500	Council	High
P3	Flood Proofing Guidelines	\$15,000	\$1,000	Council	High
EM1	Information transfer to the SES	\$3,000	\$0	Council / SES	High
EM2	Flood warning system	\$250,000	\$1,500	Council / OEH	High
EM3	Public awareness and education	\$20,000	\$2,000	Council / SES	Medium
EM5	Upgrade Miners Road	\$500,000	\$2,500	Council / Community	Medium
DC1	Data collection following a flood event	\$5,000	\$3,000	Council / SES	Medium
F2	Structure upgrade	\$1,088,400	\$15,000	Council / OEH	Medium
EM4	Flood warning signs	\$5,000	\$200	Council	Medium
P1	Voluntary Purchase	\$4,800,000	\$0	Council / OEH	Low

	Estimated Capital Cost	Estimated Recurring Cost
Total Cost of Implementing the Plan (All options)	\$7,481,400	\$40,200
Total Cost of Implementing the Plan (High and Medium options only)	\$2,681,400	\$40,200
Total Cost of Implementing the Plan (High options only)	\$1,063,000	\$17,500
Total Cost of Implementing the Plan (Structural options only)	\$1,868,400	\$30,000
Total Cost of Implementing the Plan (Non-structural options only)	\$5,613,000	\$10,200
Total Cost of Implementing the Plan (Non-structural options only, excl. VP)	\$813,000	\$10,200

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

The draft FRMP retains voluntary purchase as a recommended option as the risk to life was considered by the FRMC to be of such significance that it would be inappropriate for the FRMC to remove the option without presenting the matter to Council for their consideration. Further discussion to assist Council in determining if voluntary purchase will be included in the adopted plan is contained in the following section.

Voluntary Purchase

Voluntary purchase (VP) programs identified in a floodplain risk management plan are governed by the OEH document "Floodplain Management Program Guidelines for voluntary purchase schemes". The complete guideline is contained in Attachment 2, and a summary is provided in the following sections.

Properties identified for further investigation for VP are shown on Attachment C1 (confidential). This attachment is confidential at this time as no conversations have been held with property owners and it has not yet been determined if VP will be included in the adopted FRMP.

VP Objectives

VP is a recognised and effective floodplain risk management measure for existing properties in areas where:

- there are highly hazardous flood conditions from riverine or overland flooding and the principal objective is to remove people living in these properties and reduce the risk to life of residents and potential rescuers
- a property is located within a floodway and the removal of a building may be part of a floodway clearance program that aims to reduce significant impacts on flood behaviour elsewhere in the floodplain by enabling the floodway to more effectively perform its flow conveyance function
- purchase of a property enables other flood mitigation works (such as channel improvements or levee construction) to be implemented because the property will impede construction or may be adversely affected by the works with impacts not able to be offset.

VP can be an effective strategy where it is impractical or uneconomic to mitigate the high flood hazard to an existing property and it is more appropriate to cease occupation to meet the above objectives. It is likely to be a measure that complements an overall floodplain risk management strategy for an area rather than an option that reduces flood risk on its own.

VP Eligibility

The following criteria need to be met for a property within a VP scheme to be eligible for funding:

1. No other feasible flood risk management options are available to address the risk to life at the property
2. The property is a residential property and is not vacant land

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

3. The buildings were approved and constructed prior to 1986 when the original Floodplain Development Manual was gazetted by the State Government
4. The individual property is identified in an adopted FRMP
5. The VP scheme that has been fully defined, scoped and prioritised
6. The property is located:
 - a. within high hazard areas where there is a significant risk to life for occupants and those who may have to evacuate or rescue them
 - b. within a floodway where the removal of the house may be part of a floodway clearance program
 - c. within the footprint of a proposed flood mitigation measure or where a flood mitigation measure may result in a significant increase in flood risk to a house that cannot be protected
7. Two- or multi-storey properties may be eligible for funding despite the upper floors not being directly affected by over-floor flooding

VP Costs

The following costs are eligible for funding under a VP program:

- actual purchase price, where this is within the range of a valuation undertaken in accordance with Valuer General requirements to provide a range that is considered fair and equitable in relation to market value
- legal costs of the council
- vendor's legal costs for the sale of the property
- valuation fees
- demolition costs that are incurred within six months of purchase

Costs which are not eligible for funding are:

- solatium (compensation amount payable (over the valuation price) to cover the non-financial inconvenience of relocation)
- removalist costs
- fees associated with any purchase of a new property by the VP vendor
- administrative costs
- retrospective works (with the exception of valuation fees)
- vendor legal costs for purchase of a new property
- costs of maintaining the land after purchase
- costs associated with rezoning the land
- house and land costs outside the range of the valuation outlined above, although the council may purchase the property for more than the maximum valuation

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**Why is VP being considered for Captains Flat?

The following factors have led to the inclusion of VP in the draft FRMP:

- Floodwater depth – floodwaters reach up to 1.0m deep during the 1% AEP event and over 3.5m deep during the PMF event
- Velocity – floodwater velocity in the preliminary investigation zone is high (up to 5.0m/s in some areas)
- Warning time – warning time is limited due to the short time between rainfall and floodwaters arriving in the town
- Rate of rise – water rises rapidly in the investigation zone and will isolate properties in a very short time after the appearance of floodwater
- Isolation – the community of Captains Flat is located approximately 40km from both Bungendore and Queanbeyan, therefore it is unlikely that any outside assistance will be available to assist during emergencies in Captains Flat
- Loss of emergency egress – in conjunction with the previous point, the road between Bungendore/Queanbeyan and Captains Flat will likely be inundated in a number of locations, further exacerbating emergency response times

These factors combined to give a high true hazard for the VP investigation area and there is a significant risk to life in the identified area. There are no feasible structural mitigation measures that can be implemented in this area, and the only way to ensure that the risk to life is reduced is by removing or reducing residential properties in the investigation area.

Social Impact on the Captains Flat Community

There is little doubt that implementation of a VP program in any location in Captains Flat would have serious social and community impacts. Being a small community, the removal of any housing stock will have a relatively large impact on the social and cultural capital of the town. Community consultation has shown that there is limited community support for VP.

In addition, there is generally little free land available in Captains Flat, meaning that affected house-owners would either move from Captains Flat to other areas, or compete with other potential purchasers for existing housing stock within the town. Either of these options may be beyond the financial capacity of some affected homeowners, notwithstanding the higher sale price they could expect under a voluntary purchase program.

Within the preliminary VP zone, not all buildings will be eligible for buyback. This is because some have been constructed after 1986 (and are therefore excluded from the program) and some are business/commercial properties (and are therefore also excluded). This will potentially mean that even after the conclusion of a VP program some buildings will remain within the identified preliminary zone. Properties in the preliminary investigation zone are shown in the confidential Attachment C1.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**Preliminary Investigation

A preliminary investigation of eligible properties was undertaken using construction dates. Of the 14 properties identified within the VP investigation area, four have buildings constructed after 1986. A further two properties are ineligible as they are commercial properties. Therefore the VP program will likely only apply to seven properties (with an additional one property requiring further investigation to determine construction date. Eligible properties are shown in confidential Attachment C1.

Impact on Council Finances

The draft FRMP contains an estimated cost for the VP program of \$4.8m. Of this, Council would be liable for one third of the costs (subject to the funding requirements above) which is around \$1.6m. Note these costs are for the VP program only and do not include on-going management costs if the land was to be retained in Council ownership. Other costs are discussed in the Financial Implications section later in this report.

Legal implications of including or excluding VP from the FRMP

Under clause 733 of the *Local Government Act 1993*, local Councils are indemnified from liability with respect to flood liable land. Councils are required to have acted in 'good faith' to retain the indemnity. Clause 733(4) specifies that Councils are taken to have acted in 'good faith' if they have acted in accordance with a relevant manual, of which the 2005 NSW Floodplain Development Manual (FDM) is one. Crucially, this indemnity applies to actions a Council decides to take or omit.

The FRMS and FRMP have been prepared in accordance with the FDM. The FDM requires Councils to consider the social, economic, ecological and cultural costs and benefits of any particular proposal within the floodplain risk management process. The final decision on what is to be included or excluded from a floodplain risk management plan is a decision of Council to make. Therefore, irrespective of whether VP is included or omitted from the adopted plan, Council will be indemnified from actions resulting from this decision under the 'good faith' provisions.

Additional assets acquired

Based on the preliminary VP assessment, adoption and implementation of a VP program will result in Council becoming the eventual owner of approximately 8,500m² of land. This land would need to be converted to a suitable land zoning (i.e. one that prevents construction of structures on the land) and would need to be either held by Council for public benefit or on-sold.

General discussion

Undoubtedly the adoption of the FRMS and FRMP in its current form will cause a level of concern within the community. The removal of seven properties from the housing stock through voluntary purchase will have short-term negative social and cultural impacts. Nor will a voluntary purchase program guarantee the removal of all buildings within the highest risk areas. Omission of the voluntary purchase program from the final FRMP would be a reasonable, defensible decision in light of the community concerns.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)**

Notwithstanding the above, the risk to life in certain areas of Captains Flat means that voluntary purchase must be considered. In the longer term, voluntary purchase may mean improved social and cultural outcomes through a reduction in potential loss of life and financial loss. Discussions between staff of the Office of Environment and Heritage and Council have noted instances where voluntary purchase programs have been left out of floodplain risk management plans and communities have been unable to access the program following large flood events. There may also be a financial benefit to affected landholders as the voluntary purchase price offered by Council would not consider the impact of flood, whereas prospective private buyers would consider this impact.

To resolve the concern about the voluntary purchase program, it is recommended that the voluntary purchase program is retained in the FRMP and the scoping study undertaken, but that no further work proceed until community concerns can be adequately addressed. This could occur through education programs or following a shift in community opinion resulting from a more significant flood event sometime in the future.

The remaining options contained in the FRMP are generally well supported by the community. Therefore, it is recommended that Council adopt the FRMS and FRMP in its current form and applies for funding to undertake options identified as high and medium priority and the voluntary purchase scoping study.

Implications***Legal***

Adoption of the FRMS and FRMP will enhance Council's 'good faith' defence in the event of any legal actions resulting from flooding in the Captains Flat area.

Policy

Adoption of the FRMP will require Council to update the Palerang Local Environmental Plan and Palerang Development Control Plan. As these are likely to be updated as part of the amalgamation process, this requirement is expected to have minimal impact.

Environmental

Environmental considerations are discussed in section 8 of the FRMS.

Limited environmental impacts will occur during construction of the structural works identified in the FRMP, but impacts will be minimal and will be managed using standard construction management techniques.

Asset

Adoption of the plan would result in changes to asset management practices in Captains Flat and the augmentation of some Council assets. Inclusion of the voluntary purchase will result in additional assets being acquired. Further discussion on this matter is contained in the body of this report.

ORDINARY MEETING OF COUNCIL**23 NOVEMBER 2016****S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)*****Social / Cultural***

Adoption of the FRMS and FRMP will generally improve social outcomes for the Captains Flat community in both the short and long term. The significant exception to this is the inclusion of a voluntary purchase program. While it is likely to have short term negative social and cultural impacts, it is considered that it will have overall positive benefits in the long term.

Economic

Adoption of the FRMS and FRMP will have positive economic benefits to the Captains Flat community through reduced flood damages.

Financial

Financial impacts and required budgets are discussed throughout this report and in section 14.1 of the FRMS. Subject to grants, one-third of the capital costs would be borne by Council.

	Estimated Capital Cost	Estimated Recurring Cost
Total Cost of Implementing the Plan (All options)	\$7,481,400	\$40,200
Total Cost of Implementing the Plan (High and Medium options only)	\$2,681,400	\$40,200
Total Cost of Implementing the Plan (High options only)	\$1,063,000	\$17,500
Total Cost of Implementing the Plan (Structural options only)	\$1,868,400	\$30,000
Total Cost of Implementing the Plan (Non-structural options only)	\$5,613,000	\$10,200
Total Cost of Implementing the Plan (Non-structural options only, excl. VP)	\$813,000	\$10,200

Resources (including staff)

Staff required for projects identified in the FRMP are expected to be sourced from the existing staffing pool.

Conclusion

Adoption of the FRMS and FRMP will be a significant step towards addressing concerns raised by the Captains Flat community following the December 2010 flood.

In general, the community is supportive of options contained within the report, however, there is limited community support for a voluntary purchase program.

Nonetheless, flooding is a significant risk to life in Captains Flat and a voluntary purchase project must be given serious consideration by Council.

ORDINARY MEETING OF COUNCIL

23 NOVEMBER 2016

S.1 Captains Flat Floodplain Risk Management Study and Plan (Ref: C16182047;
Author: Bascomb/Bascomb) (Continued)

As such, it is recommended that the FRMS and FRMP are adopted in their current form, but that the voluntary purchase program does not progress beyond the scoping study until there is sufficient support from the community.

Attachments

- Attachment 1 Captains Flat Floodplain Risk Management Plan - Recommended Options
(Under Separate Cover)
- Attachment 2 Floodplain Management Program Guidelines for voluntary purchase schemes
(Under Separate Cover)
- Attachment 3 Attachment C1 (Confidential) - Captains Flat Preliminary Voluntary Purchase
Sites (Under Separate Cover) - **CONFIDENTIAL**
- Attachment 4 Draft Captains Flat Floodplain Risk Management Study (Cardno, October 2016)
(Under Separate Cover)
- Attachment 5 Draft Captains Flat Floodplain Risk Management Plan (Cardno, October 2016)
(Under Separate Cover)

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

9 MAY 2018

ITEM 5.1 STRATEGIES FOR REVIEW PART 2

ATTACHMENT 4 BUSINESS PAPER REPORT - QUEANBEYAN SEWER
TREATMENT MASTER PLAN

**PLANNING AND STRATEGY COMMITTEE OF THE WHOLE
INFRASTRUCTURE SERVICES**

8 MARCH 2017

7.1 QPRC Response to Stakeholder Submissions on the STP Upgrade Master Plan (Ref: C1725874; Author: Pretorius/Cox)

Summary

GHD prepared a Master Plan for the upgrade of the existing Queanbeyan Sewage Treatment Plant (QSTP) in consultation with major stakeholders including representatives from NSW, ACT, and Federal Government agencies as well as Icon Water. GHD completed the final draft Master Plan in August 2015.

At this time, issues related to a "Best for Region" approach began to have more prominence. Icon Water acknowledged that the Queanbeyan STP Upgrade represented significant opportunities to improve services generally within the region around Queanbeyan / Fyshwick. Consequently, GHD completed the revised Master Plan in October 2016 and QPRC placed the Master Plan on public exhibition in November 2016. Eight submissions were received in total from regulators and none from the public.

The Master Plan is the first stage of delivering a new sewage treatment plant for Queanbeyan. Design of the new works cannot proceed until DPI Water has approved the Master Plan and Council has endorsed / approved the Master Plan.

NSW Dept. Primary Industries – Office of Water (DPI Water) submission dated 03 February 2017 generally agreed with the outcomes of the Master Plan and approved (consented to) QPRC proceeding with preparation of the concept design for the STP Upgrade Project.

QPRC is seeking Council endorsement / approval of the Master Plan so it can proceed with the design of the proposed new works.

Recommendation

That Council

- 1. Approves the Master Plan noting the issues raised by stakeholders**
 - 2. Approves commencement of the design process contingent on:**
 - a. Implementing appropriate staging and hold point (gateway) release conditions for the design process**
 - b. Not proceeding beyond concept design until issues related to effluent standards have been resolved and agreed to by all stakeholders**
-

Background

The NSW Public Works Department first constructed the Queanbeyan Sewage Treatment Plant (QSTP) in the mid-1930s. Since that date, QPRC has upgraded the QSTP on a number of occasions, with the latest upgrade being in the mid-1980s. Over its life of about eighty-five years, the QSTP has given excellent service. However, in recent times the QSTP has become difficult to maintain and increasingly difficult to operate within licence conditions due to population growth

PLANNING AND STRATEGY COMMITTEE OF THE WHOLE

8 MARCH 2017

7.1 QPRC Response to Stakeholder Submissions on the STP Upgrade Master Plan (Ref: C1725874; Author: Pretorius/Cox) (Continued)

and age. The QSTP is reaching the end of its effective service life. In view of this, QPRC has commenced a project to replace the existing QSTP.

The project consists of the planning, design, and construction of sewage collection, treatment, and disposal facilities to provide sufficient capacity (60k EP, 10 to 15 year horizon) to address immediate needs. In the longer term, QPRC is seeking to take a broader regional approach and has commenced discussions with the ACT Government and ICON Water regarding a "Best for Region approach and solution".

In March 2014, the then QCC (now QPRC) engaged GHD Pty Ltd to advise and assist with setting up and managing the Queanbeyan Sewage Treatment Plant Upgrade Project.

In September 2014, QPRC further engaged GHD Pty Ltd to prepare a master plan for the Queanbeyan Sewage Treatment Plant Upgrade Project.

In October 2014, the then QCC (now QPRC) engaged AECOM Pty Ltd to advise and assist with undertaking a review and analysis of water quality objectives in support of master planning activities.

The Master Plan maps out the way forward to replace the QSTP. The Master Plan also forms part of the approvals process under Section 60 of the Local Government Act for the new sewage treatment plant.

GHD prepared the Master Plan in consultation with major stakeholders including representatives from NSW, ACT, and Federal Government agencies as well as Icon Water. GHD completed the final draft Master Plan in August 2015. At this time, issues related to a "Best for Region" approach began to have more prominence. Icon Water acknowledged that the Queanbeyan STP Upgrade represented significant opportunities to improve services generally within the region around Queanbeyan / Fyshwick. Consequently, GHD completed the revised Master Plan in October 2016 and QPRC placed the Master Plan on public exhibition in November 2016.

Implications

Legal

The Master Plan is the first stage of delivering a new sewage treatment plant for Queanbeyan. Design of the new works cannot proceed until DPI Water has approved the Master Plan and Council has endorsed / approved the Master Plan.

NSW Dept Primary Industries – Office of Water (DPI Water) submission dated 03 February 2017 generally agreed with the outcomes of the Master Plan and approved (consented to) QPRC proceeding with preparation of the concept design for the STP Upgrade Project.

Environmental

The existing Queanbeyan STP is in an advanced state of deterioration and at the end of its effective service life. Unless QPRC replaces the QSTP within the next 5 to 8 years, there is a very high risk of failure with consequent adverse impact on the environment and public health.

PLANNING AND STRATEGY COMMITTEE OF THE WHOLE**8 MARCH 2017****7.1 QPRC Response to Stakeholder Submissions on the STP Upgrade Master Plan (Ref: C1725874; Author: Pretorius/Cox) (Continued)*****Sustainability***

The existing QSTP does not meet current (modern) standards for sustainability. QPRC applied to the Infrastructure Sustainability Council of Australia for an Operations Sustainability Rating for the existing plant, and failed to meet the minimum requirements for a sustainability rating. QPRC has taken lessons learned from this process and applied these to its approach for replacing the QSTP.

QPRC has mandated a minimum sustainability rating of "Excellent" for the new QSTP.

Asset

The existing Queanbeyan STP is in an advanced state of deterioration and at the end of its effective service life. Unless QPRC replaces the QSTP within the next 5 to 8 years, there is a very high risk of failure. QPRC is currently expending increasing funds for works / repairs to mitigate the risk of failure.

Social / Cultural

QPRC is cognisant that replacement of the QSTP represents a once in a generation opportunity to improve sewerage services not only for Queanbeyan but also the immediate region. Since the project will provide benefits for communities in the ACT and QPRC LGA, QPRC is committed to engaging with key stakeholders and the community to ensure their concerns and expectations are addressed.

While it is unlikely the project will affect any significant cultural / heritage sites, QPRC is committed to engaging with relevant Aboriginal groups in the ACT and NSW to ensure their specific needs and concerns are addressed.

Engagement

During the preparation of the Master Plan, QPRC held a number of workshops with internal and external stakeholders about QPRC approach and the master plan outcomes. QPRC incorporated all relevant stakeholder comments into the Master Plan.

QPRC placed the Master Plan on public exhibition in November 2016 and QPRC received eight submissions as follows:

- (1) NSW Dept Primary Industries – Office of Water (DPI Water)
- (2) NSW Environmental Protection Authority (NSW EPA)
- (3) NSW Health (NSWH)
- (4) ACT Environment Planning and Sustainable Development (ACT EPSD)
- (5) National Capital Authority (NCA)
- (6) ACT & Region Catchment Management Coordination Group (RCMCG)
- (7) Professor Ian Falconer
- (8) Icon Water (IW)

Appendix K of the submissions report (attached), presents a summary of key issues raised by stakeholders in their submissions as well as QPRC responses to the issues raised.

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Mr Tim Overall – Administrator, Chairperson

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7.1 QPRC Response to Stakeholder Submissions on the STP Upgrade Master Plan (Ref: C1725874; Author: Pretorius/Cox) (Continued)

The appendices of the submissions report (attached), contain the submissions received as well as detailed review comments by AECOM Pty Ltd (Water Quality Review and Objectives Assessment) and GHD Pty Ltd (Project Management Services and Master Plan).

Financial

QPRC has estimated that the P50 (50th percentile cost) project cost is about M\$110 (includes project management, engineering, construction, and contingencies), and that the P90 (90th percentile cost) project cost is about M\$140. The longer the project is delayed the more likely the project cost will approach the upper limit of the risk based cost estimate.

Resources (including staff)

QPRC has assigned two personnel to manage and deliver the project. The Director Assets and Projects and the Manager Engineering Services oversee the project team. QPRC has engaged a number of consultants to advise and assist with project preparation and master planning, these are:

GHD Pty Ltd – Project Management Services and Master Planning

AECOM Pty Ltd – Water Quality Review and Objectives Analysis, Infrastructure Rating Support Services

QPRC will commence engagement of consultants for Community Engagement Support Services and Design Consulting Services once Council approves the Master Plan.

Integrated Plan

The Queanbeyan Sewage Treatment Plant Upgrade Project is included in the Strategic Plan, Delivery Plan, and Operations Plan.

Conclusion

The report on submissions to the Master Plan exhibition concluded that:

- (1) None of the issues raised in the submissions on the Master Plan require a revision of the Master Plan.
- (2) The issues raised by respondents would be resolved best during the design process. However, to give certainty around this requires a staged design process with hold points (approval gateways) at the conclusion of each stage. Progressing to the next stage would be contingent on Regulators approving the design stage outcomes. QPRC has addressed this in the design brief. The key design stages (hence hold points) include:
 - (a) Upgrade Definition – effluent standards, design criteria, process type selection, etc.
 - (b) Concept Design – site selection, initial investigations, process train makeup, initial STP layout and sizing, EIA scoping study, initial contaminated site study, cost estimate for works
 - (c) Reference Design (final sketch plan design) – final investigations, final STP layout & sizing, final EIA studies, final contaminated site studies, draft specifications, tender (delivery) plan

PLANNING AND STRATEGY COMMITTEE OF THE WHOLE

8 MARCH 2017

7.1 QPRC Response to Stakeholder Submissions on the STP Upgrade Master Plan (Ref: C1725874; Author: Pretorius/Cox) (Continued)

-
- (d) Detailed Design (for construction) – final design details, equipment selection, final specifications, final BOQ
 - (3) Effluent standards and potential impacts on water quality (especially in Lake Burley Griffin) is largely a matter for ACT EPA to decide. However, this does raise questions about:
 - (a) What standard would regulators normally expect of QPRC – this will require benchmarking against other regional modern STPs discharging to inland waterways and additional water quality modelling to determine
 - (b) Whether the standard suggested by ACT EPA is greater than expected - this will require benchmarking and additional water quality modelling to determine
 - (c) Who will pay for the increased standard if it is higher than expected, especially as constituents in three jurisdictions will be affected by the benefits and costs of the project?
 - (4) Identifying an appropriate delivery method for the proposed works requires further work. Any delivery method adopted by QPRC should include some sort of collaboration with Icon Water in order to develop a “Best for Region” approach to sewerage services. However, depending on the nature of the collaborative arrangements QPRC will need to seek appropriate legal advice regarding:
 - (a) The details of any such arrangement
 - (b) Applicable legislative and regulatory requirements
 - (c) Procurement and probity particularly as there are a number of players that could step into arrangements involving design, build, operate etc.

Attachments

- Attachment 1 QPRC Response to Master Plan Submissions (*Under Separate Cover*) - **CONFIDENTIAL**
- Attachment 2 Stakeholder Submissions - STP Masterplan (*Under Separate Cover*) - **CONFIDENTIAL**

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

9 MAY 2018

ITEM 5.1 STRATEGIES FOR REVIEW PART 2

ATTACHMENT 5 BUSINESS PAPER REPORT - ASSET MANAGEMENT
STRATEGY 2017-2027

**ORDINARY MEETING OF COUNCIL
DETERMINATION REPORTS****26 JULY 2017****8.15 Asset Management Strategy (Ref: C17109946; Author: Hansen/Hansen)**

Summary

The former Queanbeyan City Council commissioned an 'Asset and Financial Sustainability Review' undertaken by Prof Percy Allan and Associates (PAA) in 2015/16. GHD reviewed the condition and standards associated with the management of Council's infrastructure assets.

Following the merger in May 2016, Council then commissioned PAA to undertake a similar asset and financial assessment of the former Palerang Council, then merge the results into a single financial plan. Those results were adopted by Council in January 2017.

The Asset and Financial Sustainability Review recommended a shift from Existing Policy as outlined in the former council's Long Term Financial Plan (LTFP), asset management plans (AMP) and revenue policies to a 'Responsible or Optimal Scenario' to achieve an acceptable compromise between Council's obligations to:

- achieve financial sustainability,
- manage the asset backlog to prevent an infrastructure crisis,
- preserve essential public services in line with population growth
- keep rates, fees and charges affordable
- borrow at acceptable levels in line with intergenerational equity and
- meet financial benchmarks to be fit for future (FFF)

A condition and maintenance intervention level scale (1-10) will be used to illustrate asset standards and forecast likely renewal and replacement schedules.

Council's Asset Strategy has been updated to consider these matters and is provided for adoption. It will be used to inform the Resourcing Strategy.

Recommendation

That Council adopt the Queanbeyan-Palerang Regional Council Asset Management Strategy.

Background

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

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

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

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26 JULY 2017

**8.15 Asset Management Strategy (Ref: C17109946; Author: Hansen/Hansen)
(Continued)**

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

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

- Community
- Choice
- Character
- Connection
- Capability

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

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

Implications

Legal

This Strategy supports the Integrated Reporting Framework and the Community Strategic Plan, Operational Plans and Delivery Plans. This Strategy is also linked to Council's Long Term Financial Plan.

Policy

The key financial sustainability goals for Council general operations over 10 years are to meet Fit for Future benchmarks including:

1. a minimum operating surplus ratio of 0%,
2. a maximum infrastructure backlog of 2%
3. a maximum debt services ratio of 20%
4. a services productivity gain of 2%

The key financial sustainability goals for Council water and sewer operations over 10 years is:

1. a minimum annual rate of return on capital of 1½%, a maximum infrastructure backlog of 2% and maximum gearing ratio of 30%.

ORDINARY MEETING OF COUNCIL**26 JULY 2017****8.15 Asset Management Strategy (Ref: C17109946; Author: Hansen/Hansen)
(Continued)*****Asset***

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

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

The Asset Management Strategy is to:

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

Strategic

The Asset Management Strategy is closely linked to the Financial Strategy and Policy that was adopted by Council on 25 January 2017. The Asset Management Strategy also informs Council's Asset Management Plans that are due for review once a new Council has been elected.

Engagement

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

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

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

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

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**8.15 Asset Management Strategy (Ref: C17109946; Author: Hansen/Hansen)
(Continued)**

The data from this project was also collected on a number of levels to provide community engagement information for the development of the new Community Strategic Plans, the development of an Economic Development Plan, and the review of the Queanbeyan CBD Master Plan refresh.

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

Financial

The following key fiscal principles are proposed for the General Fund to achieve the fiscal sustainability goals for general operations (i.e., a minimum operating surplus ratio of 0% and a maximum infrastructure backlog of 2%) within 10 years:

- annual maintenance expense would be capped over the 10 years at an average around 85% of the annual required spend identified by GHD;
- annual renewals capex would be capped at 100% of the annual required spend identified by GHD. Renewals capex should be at least equivalent to depreciation expense;
- the average annual rates bill per property may increase by an average of 1.0% in real-terms each year beyond 2016-17;
- the operating fees cost recovery ratio would need to rise slightly more than the increase already planned under continuation of existing policy, to 50%;
- usage-based fees and charges would be increased, in accord with the operating cost recovery ratio increasing;
- dividend payments from W&S activities would need to be introduced, with a 50% dividend payout ratio (against net profit after tax) increasing general operations' revenue;
- annual per-capita spending on services would be cutback by an average of 2% per annum compared with the average cutback of around 1% planned under continuation of existing policy. This will be addressed as an annual efficiency or productivity dividend;
- higher levels of enhancement, renewals and rehabilitation capex over the coming 10 years compared with that proposed under continuation of Existing Policy;
- utilise borrowings to ensure inter-generational equity, and match term of borrowings to accord with expected life of the asset;
- utilise borrowings, reserves and sinking funds to smooth out lumpy capital expenditures; and
- cyclical (as opposed to structural) deficits can be tolerated to ensure that tax smoothing occurs for ratepayers.

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**8.15 Asset Management Strategy (Ref: C17109946; Author: Hansen/Hansen)
(Continued)**

Integrated Plan

This Strategy aligns with the requirements of the Operational Plan 2017-18.

Attachments

Attachment 1 Queanbeyan Palerang Regional Asset Management Strategy 2017
(Under Separate Cover)