



# **Ordinary Meeting of Council**

**27 November 2019**

**UNDER SEPARATE COVER  
ATTACHMENTS**

**ITEMS 9.14 TO 9.20**



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

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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

27 NOVEMBER 2019

ITEM 9.14 COMMUNITY ENGAGEMENT AND PARTICIPATION PLAN

ATTACHMENT 1 COMMUNITY ENGAGEMENT AND PARTICIPATION PLAN  
WITH CHANGES NOTED



# Community Engagement and Participation Plan



Ref: 2.7.4

## Community Engagement and Participation Plan

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**Community Engagement and Participation Plan**

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## Community Engagement and Participation Plan

### Introduction

This Community Engagement and Participation Plan has been written to provide Council staff with guidance when undertaking community engagement activities. It also serves to outline what the community can expect from Council in regards to community engagement.

The Plan has been developed with two purposes in mind. First, to outline the community engagement and public exhibition practices that Council will undertake for projects, policies, concept designs, infrastructure, budgets and more. Second, it outlines how and when Council will undertake community participation when exercising relevant planning functions.

This Community Engagement Plan has been prepared to meet the requirements of a Community Participation Plan (CPP) under the *Environmental Planning and Assessment Act 1979* (EP&A Act). Information about community participation in Council's planning functions can be found in Section 2.

### Section 1 – Community Engagement

#### Part 1. Background

##### 1.1 Council's Engagement Framework

The Stakeholder and Community Engagement Policy Framework, the Community Engagement and Participation Plan and the Community Engagement Toolkit provide the basis for Council to undertake community engagement on a day-to-day basis.

#### Stakeholder and community engagement documents and purpose.



The community participates in Council decision making through planned community engagement processes and activities. QPRC engages community members in several ways, to:

- determine strategic plans, budgets assets maintenance and service levels
- identify community issues, needs and priorities
- plan, change or evaluate infrastructure programs, facilities or services under its five Strategic Pillars; community, choice, character, connections and capability
- meet legislative obligations under various Acts and Regulations
- obtain input to other matters where there may be impacts, either perceived or real, on stakeholders and communities principles and commitments.

A Community Engagement Toolkit has been developed to provide practical advice for staff and consultants in order to undertake community engagement. It explains the engagement methods that Council uses and provides advice on when these would be used. Both the plan and toolkit are regularly updated to ensure they are meeting the needs of the community.

It should be recognised that there is a difference between community engagement and community consultation, the definitions of each are as follows:



## Community Engagement and Participation Plan

Community engagement – the process whereby Council and the community engage in a two-way conversation. This can be via formal or informal engagement processes. Community engagement relies on a two-way approach with both Council and the community actively seeking to engage with each other.

Community consultation – a more formal process that generally relates to the 'consult' section of the IAP2 spectrum. Consultation generally involves Council presenting an idea, policy or proposal to the community for input.

This Plan and Toolkit are based on the International Association for Public Participation's (IAP2) Public Participation Spectrum which shows the different levels of participation we intend to undertake with the community and staff. The Spectrum has been supplied by the IAP2 Federation.

### IAP2'S PUBLIC PARTICIPATION SPECTRUM



The IAP2 Federation has developed the Spectrum to help groups define the public's role in any public participation process. The IAP2 Spectrum is quickly becoming an international standard.

		INCREASING IMPACT ON THE DECISION				
		INFORM	CONSULT	INVOLVE	COLLABORATE	EMPOWER
PUBLIC PARTICIPATION GOAL		To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.	To place final decision making in the hands of the public.
PROMISE TO THE PUBLIC		We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

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### 1.2 Our roles in community engagement

Staff – Staff are responsible for building and maintaining relationships in the community. Staff are responsible for conducting the community engagement process and developing the collateral and information to inform the community. Council's Communication and Engagement team provides internal advice to stakeholders on the level of engagement required, the stakeholders that should be engaged with and the tools that can be used to ensure adequate engagement is achieved. Staff will respond to the feedback of the community and make a recommendation to Council.

Councillors – Councillors are the decision makers for Council. Councillors are presented with the outcomes of the community engagement process and staff recommendations. Councillors must consider a range of factors in making their decision, including the community response



## Community Engagement and Participation Plan

to the proposal or project. Councillors must also consider the legislative, financial, environmental and social impact of the proposal or project.

Councillors at QPRC attend Council meetings and hear the views of those people presenting at public presentation sessions. They are also required to consult regularly with community organisations and other key stakeholders to ensure they are best informed to make decisions on matters affecting the community. Councillors also sit on a number of committees, including area, statutory, organisational and advisory committees, which is one avenue for the community to engage with Council.

### 1.3 How does Council keep the community informed?

Council uses a range of methods to inform the community about work we are undertaking. These include:

- social media;
- Council's website;
- bi-monthly *QPRC News* newsletter to letterboxes;
- weekly e-newsletter to subscribers;
- fortnightly advertisements in local newspapers;
- letters directly to affected properties;
- media releases or hosting media announcements;
- public community meetings at least twice a year;
- topic-specific community meetings as required;
- live-streaming Council meetings (which are also open to the public to attend).

### 1.43 How can the community engage with Council?

Community engagement is necessarily a two-way ~~communication that~~ street and requires communities and stakeholders to actively engage with Council. There are several ways that communities can engage with Council and become involved in matters which are of interest to them, or have an impact on them. These include:

- attending Council meetings, and addressing Council in open session prior to the commencement of the formal meeting;
- joining an advisory committee;
- attending community meetings;
- attending drop-in information sessions regarding projects and strategy developments;
- providing feedback via website, email, letter, or phone;
- visiting Council's website and Council's engagement hub at [yourvoice.qprc.nsw.gov.au](http://yourvoice.qprc.nsw.gov.au);
- joining a local special interest or community group which has mechanisms for dialogue with Council;
- community groups or associations inviting Council staff along to meetings to address specific subjects
- connecting via social media;
- joining in local events and activities;
- joining in forums;
- direct contact with local councillors;
- direct contact with a staff member, or
- visiting local libraries and community centres.

By getting involved, community members can contribute to conversations which affect them. In doing so they can have their voice heard, considered and understood. This, in turn, helps



### **Community Engagement and Participation Plan**

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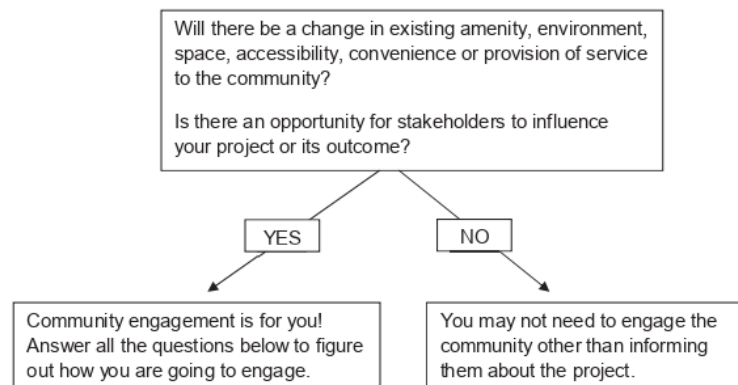
Council to plan, understand and negotiate with communities to address issues which affect the local government area and its unique local centres.



## Community Engagement and Participation Plan

### Part 2. Project planning for Council staff

#### 2.1 Do I need to undertake community engagement?



Other factors that might influence whether you commit to community engagement include Staff should also commit to community engagement where:

- [there is](#) a history that may impact on the current project,
- a project [that](#) is controversial or political,
- [there is](#) an opportunity to build Council's reputation in a positive way,
- [there is a](#) potential impact of the outcome on the public, or
- legislation requires it.

For some items, the notification, advertisement, engagement and community participation requirements are established under the *Local Government Act 1993*, *Environmental Planning and Assessment Act 1979* and the Development Control Plans that apply in QPRC.

#### 2.2 What decision needs to be made?

Be clear about which aspects of the decision the community can influence. If any aspects are affected by legislation, make that clear in your planning and engagement. Your level of engagement and the tools required will be dependent on what portion of the project can be influenced.

#### 2.3 When do you need to start engagement?

Experience indicates that engaging with the community early will deliver the best results. This may extend your overall project timeframe, but it will also reduce the risk of roadblocks and rework throughout the project. This may include engaging the community prior to a concept design, rather than simply engaging when a design has already been developed by staff and/or a consultant.

It is advisable to work backwards from project deadlines and factor in community engagement. Council [generally engages with the community for has](#) a minimum [of 28-day consultation timeframe on all matters, unless there are exceptional circumstances, which we need to communicate](#). The *Local Government Act 1993* and *Environmental Planning and*



## **Community Engagement and Participation Plan**

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*Assessment Act 1979* also set mandatory periods for engagement for some items. If your project needs Council approval, factor in meeting dates as well as the length of engagement.

If you are engaging over the Christmas/New Year period, any days between 20 December and 25 January will not contribute to the total engagement period (i.e. those days will not be included when calculating an engagement period). This does not apply to notifications for development applications. Due to statutory time frames for determinations only those days between Christmas and New Year will be discounted from the required notification period.

### **2.4 Who do you need to engage with?**

Do you need to engage with a specific community through drop in sessions or community workshops? This may include a geographic location, special interest group or particular affiliation.

### **2.5 How are you going to engage?**

The method(s) of engagement you use will depend on who you need to engage with. This decision process should include thinking about which tools on the *Your Voice* website are most suitable for each project. Use the Community Engagement Toolkit to guide your decision making process. Answering this question should include ensuring any public meeting venues are accessible and that the sending of notifications or letters gives sufficient time to the community for them to plan to attend the meeting or provide their feedback.

### **2.6 How are you going to record and report public participation?**

Are you using a survey, will you fill it out online via *Your Voice*? Are you using open response type questions? Use the Community Engagement Toolkit to guide your choice of tools and how they record and report on public participation.

### **2.7 Respond to engagement**

What has the community told you? How is the project changing or being influenced because of the public's comments? Your response might include modifying the project, noting the comment and addressing concerns in an alternate way or acknowledging why an aspect of a project is unable to be changed.

### **2.8 Close the loop**

Report on step 2.7. This will be via inclusion in a Council report, via a separate report that is placed on *Your Voice* and/or by responding to participants individually.

## Community Engagement and Participation Plan

### Plan your community engagement



### Part 3. Stakeholder analysis

#### 3.1 Who are our stakeholders?

Stakeholders include:

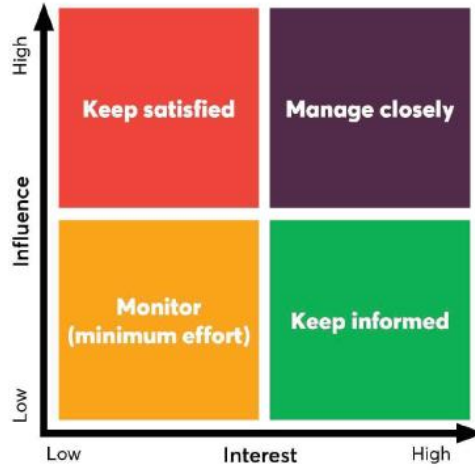
- Ratepayers
- General community – including those who live, work, play and visit our region
- Councillors
- Council committees
- Staff
- State/Federal Government representatives
- Community groups and associations
- Sporting and community clubs
- Businesses and business chambers
- Canberra Region Joint Organisation
- [Surrounding local authorities, including the ACT Government](#)
- Schools and other education providers
- Special interest groups
- Service users

[Staff can contact the Communications and Engagement team for assistance in identifying relevant stakeholders and how to make contact with the stakeholder.](#)

In preparing for an engagement activity, staff should identify the key stakeholders for the specific matter and map them against the influence and interest model below in light of the issue being engaged on. Council engages with stakeholders accordingly.

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## Community Engagement and Participation Plan

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### 3.2 What are the key demographics in our region?

Statistics are drawn from the Census of Population and Housing 2016.

Age demographics:

- Babies and pre-schoolers (0-4) – 6.5%
- Primary and secondary school aged residents (5-17) – 17%
- Tertiary education and independent young adults (18-24) – 8.1%
  - Tertiary students
  - Employees
  - Employers
  - Parents with young children
- Young workforce (25-34) – 13.7%
  - Employees
  - Employers
  - Parents with young children
- Parents and homebuilders (35-49) – 22.3%
  - Employees
  - Employers
  - Parents with young children
  - Parents with young adults
- Older workers and pre-retirees (50-59) – 14.6%
- Empty nesters and retirees (60-69) – 10.2%
- Seniors (70-84) – 6.3%
- Elderly aged (85 and over) – 1.2%

Other key demographics:

- Rural residents – approx. 17%
- Residents who speak a language other than English at home - 12.1%
- Residents who are in the workforce who work outside of QPRC – 65.1%
- Residents who are in the workforce who work in QPRC – 30.8%



## Community Engagement and Participation Plan

### Part 4. Improving community engagement

Council's approach to community engagement requires continuous improvement. Below indicates some of the actions that Council will undertake to improve our approach to engaging the community.

#### 4.1 Actions we will take to improve community engagement at QPRC

- Strengthen our relationship with community groups and associations within the QPRC area
- ~~Educate stakeholders on the community engagement process and how stakeholders can become involved and contribute to the decision-making process.~~
- Communicate regularly with groups and associations
- Engage with locality committees
- Involve groups and associations in engagement matters that affect their community
- Provide community engagement guidance and support to groups and associations
- Make staff available for engagement and education activities with groups and associations
- Improve engagement with minority groups and those who don't use English as their primary language
- Work with the QPRC Access Committee to ensure engagement activities and methods are accessible

#### 4.2 Increase staff and councillor awareness of their community engagement responsibilities

- Provide key staff members with the Community Engagement and Participation Plan and Toolkit to assist with developing engagement plans
- Ensure that Councillors have a clear understanding of their role in the community engagement process
  - ~~Councillors at QPRC attend Council meetings and hear the views of those people presenting at public presentation sessions. They are also required to consult regularly with community organisations and other key stakeholders to ensure they are best informed to make decisions on matters affecting the community~~
  - ~~Councillors also sit on a number of committees, including area, statutory, organisational and advisory committees, which is one avenue for the community to engage with Council.~~

#### 4.3 How will we know our community engagement approach is successful?

- Increase in subscribers on Council's Your Voice engagement hub (10% increase per year)
- Increase in staff awareness of their community engagement responsibilities
- Increase in the number of projects that 'involve' or 'collaborate' with the community
- All community engagement projects apply the full engagement process

Action	How we will achieve this	Timeframe
<b>4.1 Actions we will take to improve community engagement at QPRC</b>		
Strengthen our relationship with community groups and associations within the QPRC area	Develop and maintain list of community group and association contacts	Ongoing
	Keep community groups and associations updated on matters that affect their community, including consultation and engagement activities	
	Seek the views of community group and association representatives on LGA-wide projects	



### Community Engagement and Participation Plan

Action	How we will achieve this	Timeframe
Educate key stakeholders on the community engagement process and how stakeholders can become involved and contribute to the decision-making process.	Investigate delivery of external training to key external stakeholders	December 2020 (reliant on budget allocation)
Communicate regularly with groups and associations	Make staff available for engagement and education activities with groups and associations	Ongoing
Engage with locality committees	Make staff available for engagement and education activities with groups and associations	Ongoing
Involve groups and associations in engagement matters that affect their community		
Provide community engagement guidance and support to groups and associations		
Make staff available for engagement and education activities with groups and associations		
Improve engagement with minority groups and those who don't use English as their primary language	Identify key contacts in minority groups and understand most appropriate way to engage with them	July 2020
Ensure engagement activities and methods are accessible	Work with the QPRC Access Committee to ensure engagement activities and methods are accessible	Ongoing
<b>4.2 Increase staff and councillor awareness of their community engagement responsibilities</b>		
Provide key staff members with the Community Engagement and Participation Plan and Toolkit to assist with developing engagement plans	Staff information and engagement sessions	March 2020
Ensure that Councillors have a clear understanding of their role in the community engagement process	Include in Councillor Induction Process Provide regular updates to councillors through communication channels	September 2020
<b>4.3 How will we know our community engagement approach is successful?</b>		
Increase in subscribers on Council's Your Voice engagement hub (10% increase per year)	Continue to promote the Your Voice hub through communication channels Consider offering incentives for residents to register on the hub.	Ongoing
Increase in staff awareness of their community engagement responsibilities	Staff information and engagement sessions	March 2020
Increase in the number of projects that 'involve' or 'collaborate' with the community	Educate staff on the long-term benefits of conducting earlier engagement activities.	March 2020
All community engagement projects apply the full engagement process	Implement tools to ensure all aspects of the engagement process are completed (page 10)	March 2020



## Community Engagement and Participation Plan

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### Section 2 – Community participation in planning

#### Part 1. Background

Council's responsibilities under the EP&A Act include a need to ensure ecologically sustainable development, to promote the orderly and economic use of land, to protect the environment, to sustainably manage built and cultural heritage, to promote good design and amenity and to promote proper construction and maintenance for the health and safety of occupants. Council recognises that community participation in the planning system delivers better planning results for our community.

Community participation is a broad term that refers to how we involve the community under the EP&A Act. The level and type of community participation will vary depending on the proposal and potential impact of the development.

Council's planning functions can be divided into two streams: strategic planning and development assessment. Community participation will look different within these two streams.

#### 1.1 EP&A Act principles that guide public participation

The EP&A Act guides Council to ensure that it will be clearer and easier for the community to understand how it can participate in planning decisions. The EP&A Act outlines the principles that underpin the planning functions of this Community Participation Plan. These principles are:

- The community has a right to be informed about planning matters that affect it.
- Council will encourage effective and ongoing partnerships with the community to provide meaningful opportunities for community participation in planning.
- Planning information will be in plain language, easily accessible and in a form that facilitates community participation in planning.
- The community will be given opportunities to participate in strategic planning as early as possible to enable community views to be genuinely considered.
- Community participation will be inclusive and Council will actively seek views that are representative of the community.
- Members of the community who are affected by proposed major development will be consulted by the proponent before an application for planning approval is made.
- Planning decisions will be made in an open and transparent way and the community will be provided with reasons for those decisions, including how community views have been taken into account.
- Community participation methods and the reasons given for planning decisions will be appropriate, having regard to the significance of likely impact of the proposed development.

## Community Engagement and Participation Plan

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### Part 2. Community participation in strategic planning matters

Community participation is invited in planning matters by means of placing documents on public exhibition and advertising them in the various methods Council uses to inform the community. These matters include planning proposals, local strategic planning statements, draft development control plans and any other land use planning documents listed in the EP&A Act.

Actions involving the reclassification or re-categorisation of community land (with the latter involving a change in the Plan of Management) under the *Local Government Act 1993* are also placed on public exhibition. They also include notification requirements in the case of native title reviews under the *Crown Land Management Act 2016*.

Exhibition periods are defined in the legislation. Advertisements will include how submissions can be made and where the documents are available for viewing.

### Part 3. Development Assessment

Council is the consent authority for a broad range of application types under the *Environmental Planning and Assessment Act 1979*. Some of these application types will require a process of public notification to be undertaken throughout the assessment process. This Part establishes application types for which public notification will be undertaken, minimum periods of notification and outlines the processes that will be followed in instances where such notification is required.

#### 3.1 The Notification Process

Public notification informs a targeted audience of the receipt of an application currently under consideration by Council, and provides an opportunity to review the documents received by Council and make a submission on the perceived impacts of the development (both positive and negative). The notification process is not the same as public consultation which is generally community wide and seeks the community's views and feedback.

Public notification occurs in three (3) forms comprising of:

- **Advertising** – Details of the application are published within a local newspaper
- **Adjoining Owner Notification** – The owners of all properties sharing a common boundary with the subject property, including those separated by a roadway or similar thoroughfare, are notified in writing of the application.
- **Council website** – All applications requiring public notification are published on Council's website.

## Community Engagement and Participation Plan

### 3.2 Minimum Notification Periods

Table 1 below highlights the minimum public notification period for the below mentioned plans for the purposes of this Plan in accordance with Schedule 1 of the *Environmental Planning and Assessment Act 1979*. [If notification is occurring over the Christmas/New Year period, those days between Christmas and New Year will be discounted from the required notification period.](#)

<b>Table 1 – Minimum Public Notification Periods for Plans</b>	
<b>Type of Plan</b>	<b>Minimum Notification Period</b>
Draft community participation plan	28 days
Draft local strategic planning statement	28 days
Planning proposals for local environmental plans subject to gateway determination	<b>28 days (unless specified differently in a gateway determination)</b>
Draft plans of management	28 days (with 42 days to make a submission)
Draft development control plans	28 days
Draft contribution plans (ie Local Planning Agreements and Section 7.11 plans)	28 days

**Community Engagement and Participation Plan**

Table 2 below highlights the minimum public notification period for the purposes of this Plan in accordance with Schedule 1 of the *Environmental Planning and Assessment Act 1979*.

<i>Type of Application</i>	<b>Minimum Notification Period</b>
<b>Development Applications – Applications for development consent for designated development</b> Designated developments are higher impact developments that are detailed in Schedule 3 of the Environmental Planning and Assessment Regulation 2000 and includes activities such as aquaculture, coalmines, chemical storage facilities, extractive industries, electricity generating stations and marinas. These developments need to be supported by an Environmental Impact Statement.	<b>28 days</b>
<b>DA – Applications for development consent for State Significant Development</b> Some types of development are deemed to have State significance due to the size, economic value or potential impacts that a development may have. Development that is State significant development (SSD) is identified in the State and Regional Development State Environmental Planning Policy (SEPP) and includes development such as new education establishments, hospitals and correction centres, mining and extraction operations, tourist and port facilities.	<b>28 days</b>
<b>DA – Applications for development consent (other than for complying development certificate, for designated development or for State significant development) identified within Table 3 below.</b> Examples include development applications for new two (2) storey dwellings, major commercial and industrial developments and development involving a local heritage item.	<b>14 days</b>
<b>Review of Environmental Factors (REF) – Obtained under Division 5.1 for works by or on behalf of Council</b> An REF is prepared for development under Part 5 of the EP&A Act for certain development permitted without consent undertaken by or on behalf of Council.	<b>28 days</b>
<b>Environmental Impact Assessment (EIA) – for State Significant Infrastructure under Division 5.2.</b> State Significant Infrastructure includes major transport and services development such as rail and road infrastructure, pipelines and development in National Parks.	<b>28 days</b>



## Community Engagement and Participation Plan

### 3.3 Notified Development

Table 3 below establishes application types, other than applications for complying development certificates, designated developments or State significant developments that Council deems to require public notification. It should be noted that exclusion from this list is to be taken as an exemption from requiring public exhibition in accordance with Part 1(7) of Schedule 1 of the *Environmental Planning and Assessment Act 1979*.

<b>Table 3 – Notified Development</b>			
<b>Type of Development</b>	<b>Notice in Local Newspaper</b>	<b>Notice to Adjoining Owners</b>	<b>Council Website</b>
<b>Residential Development</b>			
Two (2) storey Dwelling Houses including a new or part storey (excluding RU1 Primary Production Zone)	NO	YES	YES
Dual Occupancy and Secondary Dwelling	NO	YES	YES
Multi Dwelling Housing, Residential Flat Buildings, Boarding Houses, Group Homes, Hostels, Rural Worker's Dwellings, Seniors Housing and Shop Top Housing	YES	YES	YES
Zero lot line walls –any dwelling or garage/shed wall on the boundary or within 900mm of the boundary	NO	YES	YES
<b>Commercial and Industrial Development</b>			
Child Care Centres	YES	YES	YES
Licensed premises (such as a club, pub, hotel or night club)	YES	YES	YES
Major Commercial or Industrial developments (Such as supermarkets, bulky goods premises, function centres, entertainment facilities, takeaway food premises in new buildings and waste or resource management facilities)	YES	YES	YES
Offensive or Hazardous Industry	YES	YES	YES
Mining or Extractive Industry	YES	YES	YES





**Community Engagement and Participation Plan**

<i>Table 3 – Notified Development</i>			
<b>Type of Development</b>	<b>Notice in Local Newspaper</b>	<b>Notice to Adjoining Owners</b>	<b>Council Website</b>
Rural Industry	YES	YES	YES
Education Establishment	YES	YES	YES
Tourist and Visitor Accommodation	YES	YES	YES
Brothels	YES	YES	YES
Health Services Facilities	YES	YES	YES
Intensive Livestock or Plant Agriculture	YES	YES	YES
Place of Assembly or Worship	YES	YES	YES
Restricted Premises	YES	YES	YES
Change of use where “Existing Use Rights” (as defined in 4.65 of the EP & A Act ) are involved	NO	YES	YES
<b>Other Development</b>			
Development involving a local Heritage Item	NO	YES	YES
Development in a Heritage Conservation Area (where the work is highly visible from the street)	NO	YES	YES
Development involving State listed Heritage Item (excluding the Braidwood and its setting State Heritage Conservation Area)	YES	YES	YES
Developments where, in the opinion of Council, the proposal is generally not in keeping with the established scale and character of surrounding development	YES	YES	YES
Development where, in the opinion of Council, it would be in the public interest to notify the application	YES	YES	YES
Earthworks - major earthworks and land forming operations	YES	YES	YES



**Community Engagement and Participation Plan**

<i>Table 3 – Notified Development</i>			
Type of Development	Notice in Local Newspaper	Notice to Adjoining Owners	Council Website
Advertising Structures (excluding Building or Business Identification Signage)	NO	YES	YES
Integrated Development as identified in 4.46 of the EP&A Act	YES	YES	YES
Development involving a significant variation to a development control under a Development Control Plan	NO	YES	YES
Variations under Clause 4.6 of a Local Environmental Plan	YES	YES	YES
Variation to Building Envelope	NO	YES	YES
Modifications Under 4.55(1A)	NO	NO	NO
Modifications Under 4.55(1)	NO	NO	NO
Modifications Under 4.55(2)	Same as original application	Same as original application	Same as original application
Subdivision of land Creating 4 or more allotments (excluding strata title subdivisions)	NO	YES	YES
Remediation requiring consent	NO	YES	YES
Telecommunications Facilities, High Impact (i.e. Tower)	YES	YES	YES

**Please note:** The assessing officer may, at any time, use their discretion to require the notification of a specific development application given their assessment of the proposal's potential environmental, social or cultural impacts.

**3.4 Making a submission**

Any person may make a submission in relation to a publically notified application outlining their reasons for support or opposition to the proposed development. If the submission is an objection to the development, the grounds for objection should be clearly stated.

A person wishing to lodge a submission must disclose donations or gifts made to Councillors or Council staff. This is required under s 10.4 of the EP&A Act. Significant penalties apply for



## Community Engagement and Participation Plan

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non-disclosure. See Council's form "Declaration of Political Donations and Gifts for Submitters" on Council's website [www.qprc.nsw.gov.au](http://www.qprc.nsw.gov.au) for completion and attachment to submissions.

Submissions are required to be made in writing and can be submitted to Council for the duration of the notification period by email, mail, or delivered in person to Council offices. Submissions received outside of the notification period will only be accepted at Council's discretion.

All submissions will become public documents, may be made available to applicants and may be included in Council reports, published on Council's website and/or discussed at meetings. Applications referred to a Council meeting will include the name and address of the person making the submission as part of the information included in Council's Business Paper.

### 3.5 Consideration of Submissions

Where a development application has been publicly advertised or notified and one or more written submissions, by way of objection have been received, the determination of the application will follow the process below:

- 1) The assessing officer will review the submissions to determine the validity of the concerns raised. Where the development satisfies Council's LEP and DCP's and the concerns raised are not deemed to be valid or are unsound or are of a nature that can be remedied through a condition of consent or the applicant has agreed to modify the development plans the development application will be determined under Delegated Authority of Council by an Authorised Officer.
- 2) Where in the opinion of the assessing officer significant valid concerns have been identified and where such concerns are unable to be resolved by staff or the applicant is unwilling to modify the development to overcome such concerns the application will be reported to a Council meeting for determination.

The applicant and each person who lodged a submission will be notified (by letter, email or verbally) of the date and time of the Council meeting and be advised of their right to attend and how representations may be made to Council.

Prior to the meeting an inspection of the property may be arranged by Council staff to which applicants and/or submitters may be invited to address Councillors and Council staff.

Any presentation to Council, whether by an applicant or submitter shall be carried out in accordance with Council's Code of Meeting Practice.

Please note that the consideration of submissions is not a consultation or negotiation process with submitters. The concerns raised will be assessed on planning grounds. Other than acknowledgement of receipt of the submission, Council's next interaction with submitters will be as discussed in Part 3.6 below.



## Community Engagement and Participation Plan

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### 3.6 Notification of Determinations

Following the determination of an application where submissions have been received Council will notify each person who made a submission in respect of Council's determination of the application including a copy of that determination notice. Council also publically notifies all decisions in accordance with *Schedule 1 of the Environmental Planning and Assessment Act 1979*. Such notification includes the following information:

- The decision
- The date of the decision
- The reasons for the decision (having regard to any statutory requirements applying to the decision)
- How community views were taken into account in making the decision.

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

Council Meeting Attachment

27 NOVEMBER 2019

ITEM 9.14 COMMUNITY ENGAGEMENT AND PARTICIPATION PLAN

ATTACHMENT 2 COMMUNITY ENGAGEMENT SUMMARY REPORT



# Draft QPRC Community Engagement and Participation Plan – Engagement Report



Ref: 2.7.4

## Draft Community Engagement and Participation Plan Engagement Report

### Executive Summary:

The draft QPRC Community Engagement and Participation Plan was on public exhibition from 24 October – 21 November. The public exhibition period was advertised in newspaper advertising, via email to subscribers on Council's Your Voice engagement platform and in Council's weekly eNewsletter.

Changes and refinements to the draft plan were made as a result of submissions, notably an acknowledgment of the need to ensure engagement methods and venues for community meetings are fully accessible.

### Participation in engagement:

Four submissions were received via Council's Your Voice website and two submissions via email. The draft Community Engagement and Participation Plan was downloaded 85 times, with 194 visits to the page.

### Comments received:

Submitter:	Submission:	Council response	Recommendation
1.	1. You are not giving enough thought to access for disabled people. In my case, I am partially sighted and have been let down on a number of occasions. eg. Your recent flood risk strategy and plan. Letters to residents were sent via hard copy, your venue was inaccessible and notice was far too short about the meeting. 2. The QPRC access committee should be consulted on policies such as this one. 3. You need to have a plan to ameliorate mistakes, such as when consultation is inadequate. It will save you potential legal problems and time.	1. Considering the accessibility and timing of notices and venues is very important.  2. Council Committees form an important part of Council's engagement process and work will be undertaken to strengthen this process.  3. Council recognises the legislative requirements	Ensure public meeting venues and engagement methods are accessible. Ensure that the timing of notification or letters allows sufficient time to plan attendance or engage with the project. Specific mention of this has been added to the final version of the Community Engagement and Participation Plan.  Council committees are recognised as a stakeholder in Council's engagement, this includes the QPRC Access Committee. Specific action to work with the Committee has been added to Section 1, Part 4 of the Community Engagement and Participation Plan



## Draft Community Engagement and Participation Plan Engagement Report

		relating to consultation activities and ensures, as a minimum, these requirements are met.	
2.	QPRC is representing a fast growing community and with its open mind and being prepared to listen to the community regarding all development it should ensure that the region will develop in tune with the needs of the people living in the region. It has the chance to set the pace for the rest of the country and show how it can be done.	Comment noted	No changes to Plan required
3.	No	Comment not relevant	No changes to Plan required
4.	Yes, I do. I thought it was a Community Engagement Plan, so I expected to see items outlining how the Council proposes to engage with the community. Such as open forums, community meetings, notices in local papers, items on social media etc. Instead all I saw was how the community fulfills Development Applications. Surely I have missed something? Maybe there is more to come?	Staff engaged with this community member and discovered that this comment was submitted because part of the Plan was not noticed. The submitter believes the plan covers the issues raised in their submission.	No changes to Plan required
5.	<p>Thank you for the opportunity to comment on the draft Community Engagement and Participation Plan.</p> <p>From a business perspective, I believe that, in general, it appears to be a sound and well thought out document.</p> <p>As Chair of the Braidwood and Villages Business Chamber, I would like to note that this region now has a functioning Business Chamber, with a steadily growing membership that offers a good representation of the region. We are currently working on a Tourism Strategy and an Agritourism Strategy, and now have an</p>	The Braidwood and Villages Business Chamber will be a useful contact point for businesses and community in the Braidwood region	Include Braidwood and Villages Business Chamber in consultation processes and engagement. Business chambers added as a specific stakeholder to the final Community Engagement and Participation Plan.





## Draft Community Engagement and Participation Plan Engagement Report

	<p>active Advocacy Taskforce that will be shortly touching base with the appropriate council members to create a positive business relationship.</p> <p>We are affiliate members with the Canberra Business Chamber and attend the bi-monthly affiliate meetings to add our voice as one of the connecting regions of Canberra.</p> <p>Any information we receive that is relevant to the businesses in Braidwood is dispersed to all businesses through a variety of mediums, regardless of whether they are members or not, and welcome comments, so that we can be confident we offer true representation within the region.</p> <p>We would appreciate the Chamber being included as a consultation and communication point for the Braidwood and Villages region, and welcome the opportunity to meet with you and discuss our strategies for 2020/2021.</p> <p>I am currently on the RDA ACT Food in the Capital Steering Committee so often pass through Queanbeyan. I would be happy to call in to your offices at a time that suits and discuss how we can assist the council in their communications with our region.</p>		
<p>6.</p>	<p><b>The full submission from the Braidwood Community Association is included as a separate attachment. Selected statements of suggested changes to the document are included below with Council's response:</b></p> <p>A general observation is that the plan/toolkit would benefit from greater elaboration and prescription about how the values statements are to be achieved and perhaps with references to the national and international goals and resources.</p> <p>The BCA was encouraged by the ambition set in the policy framework, but believes the draft plan is still a work in progress and in its current form represents a step backwards from the commitments made in the policy framework.</p> <p>The draft plan is silent on the question of training for community engagement and community participation in planning. A key recommendation by the BCA is that the plan includes joint training for both QPRC staff and interested stakeholders.</p>	<p>Comment noted</p> <p>Comment noted</p> <p>Action added to Plan to educate stakeholders on engagement process.</p>	<p>Adopt the amended Plan (changes shown in track changes)</p>



## Draft Community Engagement and Participation Plan Engagement Report

<p>1.1 Council's Engagement Framework          Para 1 This is a cut-and-paste from para 3.13 of the policy framework except it excludes the last sentence. This is an important sentence and was added as a result of the consultation process. This sentence should be added and reads:  <i>"These documents will also highlight the importance of two-way engagement and identify how community groups, associations and individuals can engage with Council."</i></p> <p>1.3 How can the community engage with Council?          The policy framework contained some useful definitions of community engagement and community consultation. The BCA believes it would be helpful for QPRC staff and stakeholders alike to have these spelt out in the plan (inserted at the beginning of 1.3) to provide clarity on what they are and what is the difference, namely:  <i>It should be recognised that there is a difference between Community engagement and Community consultation, the definitions of each are as follows: Community engagement – the process whereby Council and the community engage in a two-way conversation. This can be via formal or informal engagement processes. Community engagement relies on a two-way approach with both Council and the community actively seeking to engage with each other</i></p> <p><i>Community consultation – a more formal process that generally relates to the 'consult' section of the IAP2 spectrum. Consultation generally involves Council presenting an idea, policy or proposal to the community for input.</i>          The current first paragraph is essentially a cut-and-paste from the 7.20 of the policy framework, except the first sentence in the draft plan refers to "Community engagement is necessarily a two-way communication that requires communities and stakeholders to actively engage with Council". While the policy framework refers to "Community engagement is necessarily a two-way street and requires communities and stakeholders to actively engage with Council".</p> <p>The listing of ways to engage with Council is again a cut-and-paste from 7.20 of the policy framework, except one of the bullet points added as a result of the consultation is missing, (8th bullet point), namely:          • <i>Community groups or associations inviting Council staff along to meetings to address specific subjects</i>          The third bullet point in the list refers to "attending community meetings". The BCA noted that on 24 April 2019, QPRC adopted a Community Meetings Policy. This</p>	<p>The notion of two-way engagement is referenced throughout the document.</p> <p>Definitions added to Section 1.1</p> <p>Change made.</p> <p>Bullet point added</p>	
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## Draft Community Engagement and Participation Plan Engagement Report

<p>provides some useful information to both staff and community members about how these meetings are run. This policy should be referenced in the final policy, together with any other relevant policy statements. This would be of assistance to staff and stakeholders alike.</p> <p><b>Part 2 Project planning for Council staff</b></p> <p>2.1 Do I need to undertake community engagement          The BCA welcomes the implementation of a clear decision-making tree. This should empower staff to follow due process and avoid the situations where an individual's 'pet project' just appears in QPRC's work programme.          The first sentence under the decision-making tree "<i>Other factors that might influence whether you commit to community engagement include:</i>" is ambiguous and should be amended so it can only be read to mean that subsequent bullet points as factors leading to community engagement. A possible text could be: "<i>Staff should also commit to community engagement where:</i>"</p> <p>2.3 When do you need to start engagement?          The second sentence of the second paragraph states "<i>Council generally engages with the community for a minimum of 28 days</i>". This is a much weaker statement than the wording in section 7.13 of the policy framework which states: "<i>Council will implement a minimum 28-day consultation timeframe on all matters, unless there are exceptional circumstances, which will be communicated</i>".</p> <p><b>Part 3 Stakeholder analysis</b></p> <p>3.1 Who are our stakeholders          The ACT Government is identified, but what about other surrounding local authorities? The ACT bullet point should be amended to:          • "<i>surrounding local authorities, including the ACT</i>"          For clarity, the bullet point on General community could be expanded to include the definition of community from the policy framework (p12), namely:          • "<i>Community – including those who live, work, play and visit our region</i>".</p> <p>More significantly, the community plan is silent on how staff might contact any of these stakeholders and who the key individuals are. Whilst it is not expected that these be spelt out in the community plan or the toolbox, a generic contact of the area responsible for keeping such information should be provided (eg QPRC's Communication and Engagement Team).</p>	<p>This reference is most appropriate in the adopted Policy Framework. It will be added during the next review.</p> <p>Agree, edit made.</p> <p>Agree, edit made</p> <p>While surrounding local authorities are captured in the CRJO agree this would make it clearer and edits made</p> <p>Reference to Communications and Engagement team added</p>	
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## Draft Community Engagement and Participation Plan Engagement Report

<p>Similarly, a generic contact should be included in the plan for community members to contact when they wish to progress an issue, but do not know who is responsible (the switchboard is not always very helpful in this regard).</p> <p>4.1 Actions we will take to improve community engagement at QPRC        This is a key section and does not have any real structure or outline any process on how each of these bullet points will be implemented. The toolkit does not provide much further clarity. This whole section needs to be significantly expanded.        By way of example the first bullet point simply states:        • <i>Strengthen our relationship with community groups and associations within the QPRC area</i>        While the BCA welcomes this statement, it would like to know how this will be achieved and using what mechanisms. This is not unreasonable given the response to the BCA's points in the policy framework on providing support for community groups, where QPRC staff stated:  <i>"This will be addressed in the Community Engagement Plan"</i> (p76 of the Ordinary meeting of QPRC held on 27 March 2019). The BCA does not believe it has been addressed, but as offered previously, the BCA is happy to engage in discussions with QPRC on how this could be achieved.</p> <p>4.2 Increase staff and councillor awareness of their community engagement responsibilities        • <i>Provide key staff members with the Community Engagement Plan and Toolkit to assist with developing engagement plans</i>        The BCA believes that just providing the documents is insufficient. Community engagement is complex and demanding and key staff should also be provided with training.</p> <p>• <i>Ensure that Councillors have a clear understanding of their role in the community engagement process.</i>        The BCA believes this section should be elaborated upon to set out what is the Councillors' role in the community engagement process. In this respect, the BCA recalls that the policy framework states:  <i>Councillors at QPRC attend Council meetings and hear the views of those people presenting at public presentation sessions. They are also required to consult regularly with community organisations and other key stakeholders to ensure they</i></p>	<p>Table added to outline actions, how they will be achieved and timeline for action.</p> <p>Communications and Engagement staff meet regularly with key staff and provide assistance with engagement for their projects. Specific information and education sessions will be held with key staff members.</p> <p>Section added to outline staff and councillor responsibilities in community engagement process</p>	
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## Draft Community Engagement and Participation Plan Engagement Report

	<p><i>are best informed to make decisions on matters affecting the community</i> (para 3.9 on p7).          The BCA believes that this statement should be included in the final Community Engagement Plan, together with any other roles Councillors may have in the community engagement process.</p> <p><b>Section 2 – Community participation in planning</b>          Community participation in relation to planning matters is an important part of modern public governance and it is nearly 30 years since these frameworks were introduced around the world.          This section effectively outlines just the current legislative requirements. The BCA would like QPRC to go further and propose some 'best practice' actions.          The BCA would welcome the inclusion of proposals from QPRC to develop a number of model planning programs (including training modules for staff and citizens to help them learn to collaborate, plan and resolve disagreements in a structured way) through which citizens can develop a shared vision of a preferred future for their community and have meaningful input in a consistent manner, perhaps through membership of planning panels or such like.</p> <p>As with community engagement, The BCA would also like the plan/toolkit to make provision for training and other activities whereby relationships are strengthened between QPRC and external actors and agencies and which promotes knowledge mobilisation which may in turn transform the planning process.</p> <p><b>Part 3. Development Assessment</b>          3.2 Minimum Notification Periods          This section outlines the minimum legislative requirements for public consultation, which is useful for community members. However, it is silent on the actual consultation periods and what flexibility and criteria QPRC would use to extend a notification period. The BCA believes the scope for flexibility should be set out in the final plan.</p> <p>By way of example, the previous section correctly sets out a 'stop the clock' facility over the Christmas/New Year period for community engagement. To provide clarity, this section should reiterate the relevant 'stop the clock provisions' for planning, with a statement along the lines of:</p>	<p>The intention of this section is to outline the legislative requirements and mirrors the relevant section of Council's various Development Control Plans</p>	
		<p>Stop the clock statement added. Where a significant developed is proposed, in the past Council has extended the area that receives the same notice as adjoining owners (example proposed waste facility in Queanbeyan). Staff</p>	



## Draft Community Engagement and Participation Plan Engagement Report

<p><i>If the public notification period is over the Christmas/New Year period, any days between 25 December and 1 January will not contribute to the total notification period (i.e. those days will not be included when calculating a notification period).</i></p> <p>3.3 Notified Development          Table 3 sets out the current means for informing stakeholders for various types of development which is again useful for community members. However, the BCA would question whether this fully meets the <i>EP&amp;A Act principles</i> (p12), particularly:</p> <ul style="list-style-type: none"> <li>• <i>Community participation will be inclusive and Council will actively seek views that are representative of the community</i></li> </ul> <p>Placing a notice in a local newspaper or putting the notice on the QPRC's website cannot be described as actively seeking views, and while sending a notice to adjoining owners does actively bring the proposed development to their attention, these individuals cannot be considered as representative of the community.</p> <p>3.4 Making a submission          On the QPRC website there is a <a href="#">Development Application Guide</a> and a range of <a href="#">Development Application Checklists</a> which are very useful for those making development applications.          The BCA can find no similar guide on how to make a submission, what aspects are relevant, and who to send their submissions to. Indeed the website appears to be silent on the whole aspect of submissions. If this is correct, then this situation needs to be corrected.          To be consistent, the BCA suggests that the QPRC develops a submission form and submission checklist.</p>	<p>have also used their relationship with community groups and associations to make them aware of significant development application (example Poplars development near Jerrabomberra)</p> <p>Agree, this will be improved.</p>
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# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

27 NOVEMBER 2019

ITEM 9.14 COMMUNITY ENGAGEMENT AND PARTICIPATION PLAN

ATTACHMENT 3 COMPLETE SUBMISSION FROM THE BRAIDWOOD  
COMMUNITY ASSOCIATION

## **Braidwood Community Association**

### **Comments on the QPRC Draft Community Engagement and Participation Plan**

#### ***Summary and main conclusions***

The Braidwood Community Association (BCA) welcomes the opportunity to comment on the Queanbeyan-Palerang Regional Council (QPRC) Draft Community Engagement and Participation Plan. The BCA believes it is vital that QPRC fully engages with its stakeholders on a consistent basis if it is to effectively and efficiently deliver services, programmes and projects.

The BCA accepts that true community engagement is not easy and takes commitment by all interested parties. The BCA was encouraged by the ambition set in the policy framework, but believes the draft plan is still a work in progress and in its current form represents a step backwards from the commitments made in the policy framework. Many of the proposals by the BCA are to reinsert this ambition.

The draft plan is silent on the question of training for community engagement and community participation in planning. A key recommendation by the BCA is that the plan includes joint training for both QPRC staff and interested stakeholders. This way, not only are working relations developed during the training process, but there should be a shared understanding about what constitutes community engagement / community participation in planning, how to achieve it, and the constraints on each party. Such a process would promote knowledge mobilisation, which may in turn transform the engagement / planning process.

The BCA would also like to see the plan expanded in key areas with greater elaboration and prescription about how the values statements are to be achieved.

The BCA stands ready to have discussions with the author(s) of the draft plan to elaborate further on its views.

#### ***Introduction***

The BCA welcomes the opportunity to comment on the QPRC Draft Community Engagement and Participation Plan (referred to as the 'draft plan' thereafter). The BCA believes it is vital that QPRC fully engages with its stakeholders on a consistent basis if it is to effectively and efficiently deliver services, programmes and projects.

The BCA believes the experience with the Ryrie Park Playground is a perfect example of how full, albeit informal, community engagement with a project can lead to much better outcomes with a significantly enhanced delivery of project and subsequent greater community ownership of the asset.

The BCA also notes that the project for possible smart hubs in the Braidwood heritage QPRC building, formerly the Braidwood Literary Institute, began poorly with no consultation. However, it now appears to be progressing well with excellent consultation and with all stakeholders moving towards a cost effective consensus.

The BCA also commented on the Draft Stakeholder and Community Engagement Policy Framework (referred to as the 'policy framework' thereafter) and the comments made then remain valid (submission attached in Annex 1).



The BCA was also provided by QPRC staff the Community Engagement Toolkit (referred to as the ‘toolkit’ thereafter) which provides the totality of the guidance QPRC staff and community members about how community engagement will work in QPRC.

This submission was drawn up after a ‘kitchen table’ discussion of interested BCA members and has been endorsed by its executive committee as there was insufficient time to consult with its full membership.

As a general comment the BCA observes that parts of the plan seem to be more targeted at QPRC staff (eg Part 2 of Section 1 on project planning for Council Staff), while others seem to be targeted at community members (eg whole of Section 2). This makes the plan somewhat confusing and lacking focus.

### ***Section 1 – Community Engagement***

The BCA would welcome the adoption of a policy framework, plan and toolkit which delivers the ideal of meaningful community input into decision-making, taking it beyond isolated examples that occur through one-off collaborations or political advocacy.

A general observation is that the plan/toolkit would benefit from greater elaboration and prescription about how the values statements are to be achieved and perhaps with references to the national and international goals and resources.

The BCA accepts that true community engagement is not easy and takes commitment by all interested parties. The BCA was encouraged by the ambition set in the policy framework, but believes the draft plan is still a work in progress and in its current form represents a step backwards from the commitments made in the policy framework.

Indeed, the draft plan seems to be more about community consultation than community engagement. As outlined below, and in the policy framework, they are different.

Not only does community engagement take effort, but it also requires knowledge. The BCA believes that training in community engagement should be a key feature of the final plan. The draft plan is silent on the issue of training, which needs to be corrected in the final plan.

The BCA would also like to propose that not only does QPRC train its relevant staff but also key individuals from interested organisations. This way, not only are working relations developed during the training process, but there should be a shared understanding about what constitutes community engagement, how to achieve it, and the constraints on each party. Such a process would promote knowledge mobilisation, which may in turn transform the engagement process.

#### **Part 1. Background**

Much of this section comes from the policy framework, but there are some notable variations which should be corrected:

##### **1.1 Council’s Engagement Framework**

Para 1 This is a cut-and-paste from para 3.13 of the policy framework except it excludes the last sentence. This is an important sentence and was added as a result of the consultation process. This sentence should be added and reads:

*“These documents will also highlight the importance of two-way engagement and identify how community groups, associations and individuals can engage with Council.”*

##### **1.3 How can the community engage with Council?**

The policy framework contained some useful definitions of community engagement and community consultation. The BCA believes it would be helpful for QPRC staff and

stakeholders alike to have these spelt out in the plan (inserted at the beginning of 1.3) to provide clarity on what they are and what is the difference, namely:

*It should be recognised that there is a difference between Community engagement and Community consultation, the definitions of each are as follows:*

*Community engagement – the process whereby Council and the community engage in a two-way conversation. This can be via formal or informal engagement processes. Community engagement relies on a two-way approach with both Council and the community actively seeking to engage with each other*

*Community consultation – a more formal process that generally relates to the ‘consult’ section of the IAP2 spectrum. Consultation generally involves Council presenting an idea, policy or proposal to the community for input.*

The current first paragraph is essentially a cut-and-paste from the 7.20 of the policy framework, except the first sentence in the draft plan refers to “*Community engagement is necessarily a two-way communication that requires communities and stakeholders to actively engage with Council*”. While the policy framework refers to “*Community engagement is necessarily a two-way street and requires communities and stakeholders to actively engage with Council*”.

The BCA submits that the latter is more ambitious and more closely reflects the definition as it refers to a more significant community engagement (rather than community consultation) and that the wording should either revert to the original text in 7.20 or better still to the wording in the definition of community engagement of “*a two-way conversation*”.

The listing of ways to engage with Council is again a cut-and-paste from 7.20 of the policy framework, except one of the bullet points added as a result of the consultation is missing, (8<sup>th</sup> bullet point), namely:

- *Community groups or associations inviting Council staff along to meetings to address specific subjects*

The third bullet point in the list refers to “attending community meetings”. The BCA noted that on 24 April 2019, QPRC adopted a [Community Meetings Policy](#). This provides some useful information to both staff and community members about how these meetings are run. This policy should be referenced in the final policy, together with any other relevant policy statements. This would be of assistance to staff and stakeholders alike.

## **Part 2 Project planning for Council staff**

### **2.1 Do I need to undertake community engagement**

The BCA welcomes the implementation of a clear decision-making tree. This should empower staff to follow due process and avoid the situations where an individual’s ‘pet project’ just appears in QPRC’s work programme.

The first sentence under the decision-making tree “*Other factors that might influence whether you commit to community engagement include:*” is ambiguous and should be amended so it can only be read to mean that subsequent bullet points as factors leading to community engagement. A possible text could be:

*“Staff should also commit to community engagement where:”*

### **2.3 When do you need to start engagement?**

The second sentence of the second paragraph states “*Council generally engages with the community for a minimum of 28 days*”. This is a much weaker statement than the wording in section 7.13 of the policy framework which states:

*“Council will implement a minimum 28-day consultation timeframe on all matters, unless there are exceptional circumstances, which will be communicated”.*

The policy framework wording should be used here for clarity.

The BCA welcomes the ‘stop-the-clock’ provision in the third paragraph of any community engagement over the Christmas/New Year period (any days between 20 December and 25 January will not contribute to the total engagement period). This is important to ensuring that stakeholders are given a proper opportunity to be involved.

### **Part 3 Stakeholder analysis**

#### 3.1 Who are our stakeholders

The ACT Government is identified, but what about other surrounding local authorities? The ACT bullet point should be amended to:

- *“surrounding local authorities, including the ACT”*

For clarity, the bullet point on General community could be expanded to include the definition of community from the policy framework (p12), namely:

- *“Community – including those who live, work, play and visit our region”.*

More significantly, the community plan is silent on how staff might contact any of these stakeholders and who the key individuals are. Whilst it is not expected that these be spelt out in the community plan or the toolbox, a generic contact of the area responsible for keeping such information should be provided (eg QPRC’s Communication and Engagement Team). Similarly, a generic contact should be included in the plan for community members to contact when they wish to progress an issue, but do not know who is responsible (the switchboard is not always very helpful in this regard).

### **Part 4 Improving community engagement**

The BCA believes this important part of the draft plan needs significantly more work to expand it and provide more direction. Without this, there is a high likelihood of inconsistent application of community engagement by key staff and councillors.

#### 4.1 Actions we will take to improve community engagement at QPRC

This is a key section and does not have any real structure or outline any process on how each of these bullet points will be implemented. The toolkit does not provide much further clarity. This whole section needs to be significantly expanded.

By way of example the first bullet point simply states:

- *Strengthen our relationship with community groups and associations within the QPRC area*

While the BCA welcomes this statement, it would like to know how this will be achieved and using what mechanisms. This is not unreasonable given the response to the BCA's points in the policy framework on providing support for community groups, where QPRC staff stated:

*"This will be addressed in the Community Engagement Plan"* (p76 of the Ordinary meeting of QPRC held on 27 March 2019). The BCA does not believe it has been addressed, but as offered previously, the BCA is happy to engage in discussions with QPRC on how this could be achieved.

#### 4.2 Increase staff and councillor awareness of their community engagement responsibilities

- *Provide key staff members with the Community Engagement Plan and Toolkit to assist with developing engagement plans*

The BCA believes that just providing the documents is insufficient. Community engagement is complex and demanding and key staff should also be provided with training.

- *Ensure that Councillors have a clear understanding of their role in the community engagement process.*

The BCA believes this section should be elaborated upon to set out what is the Councillors' role in the community engagement process. In this respect, the BCA recollects that the policy framework states:

*Councillors at QPRC attend Council meetings and hear the views of those people presenting at public presentation sessions. They are also required to consult regularly with community organisations and other key stakeholders to ensure they are best informed to make decisions on matters affecting the community* (para 3.9 on p7).

The BCA believes that this statement should be included in the final Community Engagement Plan, together with any other roles Councillors may have in the community engagement process.

### ***Section 2 – Community participation in planning***

Community participation in relation to planning matters is an important part of modern public governance and it is nearly 30 years since these frameworks were introduced around the world.

This section effectively outlines just the current legislative requirements. The BCA would like QPRC to go further and propose some 'best practice' actions.

The BCA would welcome the inclusion of proposals from QPRC to develop a number of model planning programs (including training modules for staff and citizens to help them learn to collaborate, plan and resolve disagreements in a structured way) through which citizens can develop a shared vision of a preferred future for their community and have meaningful input in a consistent manner, perhaps through membership of planning panels or such like.

As with community engagement, The BCA would also like the plan/toolkit to make provision for training and other activities whereby relationships are strengthened between QPRC and external actors and agencies and which promotes knowledge mobilisation which may in turn transform the planning process.

### **Part 3. Development Assessment**

#### **3.2 Minimum Notification Periods**

This section outlines the minimum legislative requirements for public consultation, which is useful for community members. However, it is silent on the actual consultation periods and what flexibility and criteria QPRC would use to extend a notification period. The BCA believes the scope for flexibility should be set out in the final plan.

By way of example, the previous section correctly sets out a ‘stop the clock’ facility over the Christmas/New Year period for community engagement. To provide clarity, this section should reiterate the relevant ‘stop the clock provisions’ for planning, with a statement along the lines of:

*If the public notification period is over the Christmas/New Year period, any days between 25 December and 1 January will not contribute to the total notification period (i.e. those days will not be included when calculating a notification period).*

#### **3.3 Notified Development**

Table 3 sets out the current means for informing stakeholders for various types of development which is again useful for community members.

However, the BCA would question whether this fully meets the *EP&A Act principles* (p12), particularly:

- *Community participation will be inclusive and Council will actively seek views that are representative of the community*

Placing a notice in a local newspaper or putting the notice on the QPRC’s website cannot be described as actively seeking views, and while sending a notice to adjoining owners does actively bring the proposed development to their attention, these individuals cannot be considered as representative of the community.

#### **3.4 Making a submission**

On the QPRC website there is a [Development Application Guide](#) and a range of [Development Application Checklists](#) which are very useful for those making development applications. The BCA can find no similar guide on how to make a submission, what aspects are relevant, and who to send their submissions to. Indeed the website appears to be silent on the whole aspect of submissions. If this is correct, then this situation needs to be corrected.

To be consistent, the BCA suggests that the QPRC develops a submission form and submission checklist.

Submitted by Sue Murray

BCA President

On behalf of the Braidwood Community Association

18 November 2019

**Annex 1**

**Braidwood Community Association**  
**Comments on the QPRC Draft Stakeholder and Community Engagement**  
**Policy Framework**

*Summary and main conclusions*

The Braidwood Community Association (BCA) welcomes the Queanbeyan-Palerang Regional Council (QPRC) Draft Stakeholder and Community Engagement Policy Framework, in particularly the principles and commitments. To make it effective the BCA believes QPRC needs to commit to:

- Full engagement with the community, including key groups like the BCA, by providing genuine opportunities to raise issues and influence Council's projects, proposals, plans, programs and service delivery prior to decisions being finalised;
- Giving communities sufficient notice of new projects, plans or policies for their area and sufficient time to consider and contribute; and
- Providing advice on how Council has considered community feedback and how it has influenced its decision making.

The BCA recognises that the implementation of this policy framework will present significant challenges for QPRC and stands ready to assist in the development of the community engagement plan and the community engagement toolkit for staff and their implementation.

The BCA would like to thank QPRC for considering this submission, and the BCA looks forward to achieving many mutually beneficial outcomes as a result of improved community engagement and consultation.

*About the Braidwood Community Association*

The BCA was created in July 2018. Following the amalgamation of the former Palerang Council with Queanbeyan City Council, our community had no direct voice on the current QPRC Council. We had no existing organisation to represent the whole community, so we came together to create one.

Our aim is to provide a voice for residents of Braidwood and surrounding areas. Our meetings are open to all, and we are setting up communication links to enable participation by as many local residents and organisations as possible. We currently have almost 70 financial members and growing, and a contact group of about 120 people. Our monthly meetings are attended by 25-30 people and we have a representative Committee of 12 residents, who meet monthly to guide the process of establishing our role as community representatives. We are also working with other community groups to create productive, supportive links. The BCA has already set up constructive links with a number of QPRC staff. In particular, we have an excellent relationship with the Urban Landscapes team. We have worked together towards the creation of a new children's playground in North Ryrie Park, and this partnership has been a very positive learning experience.

Further detail on the aims, activity and structure of the BCA is provided in Annex 1.

### ***Introduction***

The BCA welcomes the opportunity to comment on the QPRC Draft Stakeholder and Community Engagement Policy Framework (referred to as the draft policy framework thereafter) and appreciates the extension given to the consultation period.

The draft policy framework is to be welcomed. In particular, the BCA welcomes the principles and commitments given in Table 1 on p8 (reproduced in Annex 2), all of which need to be fully implemented.

The BCA would like to highlight statements like:

*“Community engagement should not be viewed as a ‘box-ticking’ exercise, or something that is only undertaken to pacify the vocal minority. Good community engagement involves a two-way flow of information. Community engagement can be a very effective way of increasing community understanding of an issue, and a way to increase support for council policies and decisions.”* (p7)

*“Participatory democracy is the process by which community members are actively involved in decisions that affect them. The community can participate through a variety of community engagement processes and activities that influence and shape the elected Council’s decisions.”* (p8)

These are encouraging and suggest that QPRC is sincere about having a rigorous and robust policy framework.

In stating this, there are some elements which could be improved or made clearer. Furthermore, until the draft community engagement plan and the draft community engagement toolkit for staff are released it will not be known how QPRC proposes to actually fulfil the commitments given in table 1 and elsewhere. It is expected therefore that there will be full consultation on the ‘draft community engagement plan’ and the ‘draft community engagement toolkit for staff’. The BCA stands ready to assist in their development and implementation.

Moreover, from the BCA’s perspective, the implementation of the policy framework will require a significant enhancement in the way QPRC Councillors and QPRC staff interact with the community, compared to current practices, and hence will present significant challenges for QPRC.

### ***The special situation of Braidwood and the need for even greater engagement***

The draft policy framework notes that: *“... the recent amalgamation brought some rural communities into a new Council with no formal or informal relationships between these ‘newly-adopted’ communities and councillors or Council officers.”* (p4).

Also *“... councillors represent the entire local government area, rather than wards”* (p7).

As a result of this and the demographics of QPRC, the town of Braidwood and surrounding areas do not have any resident councillors from the local area elected to represent them. This democratic deficit is even more significant because, as noted in the document, *“QPRC recognises that the amalgamation has brought together several communities which have different characteristics, demography, and views. The most notable differences are size and urban form. For example, the characteristics of Queanbeyan, a major urban centre, are markedly different from the small heritage village (sic) of Braidwood”* (p4).

In other words, the councillors elected from Queanbeyan and other parts of the LGA, despite their best efforts, may simply not understand the needs of Braidwood and surrounding areas.

This makes the need for real community engagement even more important for places like Braidwood.

Accordingly, QPRC needs to provide genuine opportunities to influence council decisions by fully following the participatory democracy principles (p8), and to operate mainly in the collaborative and empowering end of the spectrum of public participation (p14).

Further, given the acknowledgement that our small heritage town is markedly different from the major urban centre of Queanbeyan, it is important that all Councillors become familiar with our community. Without any direct representative, we rely on all Councillors to understand our community and its unique character. Every councillor has an equal vote on matters affecting our community, so it is incumbent on all Councillors to take an active and genuine interest in our community.

### ***Council decision making - local democracy***

The BCA has a number of observations on this section, and the challenges presented.

*“It is important that the community can contact and meet with councillors to discuss and contribute their views and ideas.” (p7)*

Because of the distance between Braidwood and Queanbeyan, it is difficult to arrange face-to-face meetings between residents and Councillors. All Councillors should take the opportunity to come to local meetings, especially those organised by Council, and to visit the region informally as well.

*“Councillors seek the views of their communities to understand the issues and opportunities for Council (and) the community to work together.” (p7)*

The sentiment expressed here is welcomed, but is this really currently happening in practice?

*“They are also required to consult regularly with community organisations and other key stakeholders and keep them informed of Council’s decisions and activities.” (p7)*

This statement places the onus on Councillors to initiate the flow of information to community organisations. This is not happening at present. Information of a generic nature is circulated to the community via newspapers, social media and the QPRC newsletter, but there is very little direct communication to the BCA from Councillors on matters which affect our community. Council staff reply to our communications and act on them, but this is not a two-way process at the moment. We often have to search through Council documents to find out for ourselves about matters which directly affect our community.

The BCA has a communication network of members and supporters which could be used by Council to disseminate specific information on Braidwood.

We further note the following statements:

*“Good Community engagement involves a two-way flow of information...” (p7)*

*“The Community can participate in Council decision making through planned community engagement processes and activities. QPRC engages community members in several ways, to:*

- *determine strategic plans, budgets assets maintenance and service levels*
- *identify community issues, needs and priorities*
- *plan, change or evaluate infrastructure programs, facilities or services under its “five pillars”;* *community, choice, character connections and capability*
- *meet legislative obligations under various Acts*



- *obtain input to other matters where either may be impacts, either perceived or real, on stakeholders and communities*
- *principles and commitments. (p8)*

So far there has been minimal participation by the community on infrastructure programs which affect us, with the exception of the playground in North Ryrrie Park. For example, for the Wallace and Lascelles Streets intersection where money has been allocated, there is no information available to the community on what the plans are for that intersection. It is a very significant intersection for both local and through traffic. The BCA has asked about this, but no useful information has yet been provided, with no suggestion of consultation made to date.

#### ***Principles and commitments (p9)***

As stated above, these are welcomed and are excellent on paper. If these are implemented and followed there would be a real and significant improvement in the current engagement practices. These principles put the onus for initiating and following through on community engagement in the hands of Council, to actively seek input and work with the community.

The BCA stresses the importance of the following in the draft framework policy:

*“We will listen to the community and other stakeholders when developing our engagement plans”*

*“We will advise you of how we have considered your feedback and how it has influenced our decision making”*

#### ***Stakeholder and Community Engagement Policy Framework***

The BCA stresses the central importance of the following principles in the proposed Framework:

- Full engagement with the community, including key groups like the BCA, by providing genuine opportunities to raise issues and influence Council’s projects, proposals, plans, programs and service delivery prior to decisions being finalised;
- Giving communities sufficient notice of new projects, plans or policies for their area and sufficient time to consider and contribute; and
- Providing advice on how Council has considered community feedback and how it has influenced its decision making.

#### ***How does the community want us to engage? (p12-13)***

The BCA completely agrees with the ideas expressed in this section. We would like to highlight the importance of the Council delivering on the following:

*“They want to have sufficient notice of new projects, plans or policies for their area and sufficient time to consider and contribute.”*

*“The community wants access to their Councillors and acknowledgement and assistance from them as their elected representatives.”*

*“The community wants timely information and wants to be provided with feedback on how their suggestions and information has been used in the decision making.”*

*How do we engage? (p13)*

The draft policy framework states “*Council commits to engaging in an honest and transparent manner, clearly communicating any limitations or impediments that impact on our ability to engage effectively as well as clarifying early in the engagement process about how much community may influence decision making. This will include clearly stating what can be negotiated and what cannot be negotiated and the reasons why (p13).*”

The BCA believes that it should be made clear in this policy framework that any exclusions from full engagement would be seen as an exception to the norm, and avoid exclusion becoming the normal *modus operandi* of QPRC.

The draft policy framework states “*In addition to targeted engagement activities and effort, Council will also maintain relationships and practices with community and stakeholders th[r]ough advisory committees, public voice at Council meetings, regular community meetings in the community centres and by providing support to community groups*”.

The BCA would like to make some observations on how these mechanisms have operated in the past and provide suggestions on how they can be improved, which may be relevant for developing the draft community engagement plan and the draft community engagement toolkit for staff:

**Advisory Committees:** It is assumed that the reference to Advisory committees refers to the whole range of Organisational, Statutory Committees, Advisory Committees, Local Area Committees, S.355 Committees and Regional Committees.

These should provide an important mechanism for detailed discussion on local issues. The BCA believes these committees need to meet regularly (at least quarterly) and that all members should be able to propose agenda items if they are to be an effective mechanism for consultation, and not one where members merely report on what they are doing without detailed discussion.

Further, there should be full transparency on the following:

- What Advisory committees there are;
- What are their roles;
- Who are all the members on these Advisory committees (both community and QPRC representatives), together with their contacts;
- Date and agenda for next meeting;
- The minutes of previous meetings (these should be easy to access, rather than being ‘buried’ somewhere in the Council meeting business papers which are often very difficult to find through searches).

This would allow other members of the community to understand past issues discussed and raise issues with members prior to meetings. Transparency could be achieved via separate web pages on each committee on the QPRC website. It is acknowledged that there is already some partial information on the QPRC [website](#), but it is hard to find.

**Regular community meetings:** The holding of biannual local community meetings is welcomed and it is appreciated these are still a relatively new initiative and still at a formative stage. However, from the BCA’s perspective the agenda is being driven by QPRC. As a result, the main issues considered are the ‘top-down’ Council issues, with limited time for ‘bottom-up’ community issues.

Furthermore, at least in the experience in Braidwood, those present for QPRC are not always fully briefed on issues of concern or on the status of particular projects and given the period between meetings no proper answers are ever given.

The BCA proposes three suggestions to improve the operation of the QPRC community meetings:

- 1) The agenda should be developed jointly with the local community association, with the opportunity for the BCA and individual community members to add agenda items and with the agenda made available beforehand;
- 2) A table should be presented to every local community meeting, summarising every project proposed and being implemented for the locality. This table should also outline their status (eg concept stage, planning stage, grant application, tenders sought, commenced work ...), next milestones / steps in the project, when work started/is expected to start, when the project is expected to be completed, and its budget. This information should already be readily available to QPRC staff, and so, it is only a matter of collating the information initially, then updating it at subsequent meetings. Such a table would not only provide essential transparency of the status of the QPRC's projects, but also provide all the Councillors with an easy 'ready reckoner' to use when dealing with community members and tracking the progress of the projects;
- 3) If QPRC representatives at these meetings are unable to fully address a question from the floor, then they should take the question on notice and email the written answer to all those at the meeting who provided their email addresses and to the local community association for distribution amongst their members.

*Providing support to community groups:* The Policy Framework is silent on how QPRC intends to provide support to community groups. It is expected that this will be fully elaborated upon at the next stage of consultation on the draft community engagement plan and the draft community engagement toolkit for staff. The BCA is happy to engage in discussions with QPRC on how this could be achieved.

#### ***How can the community engage with Council? (p15)***

The BCA applauds the statements:

*"Community engagement is by necessity a two-way street...";*

*"Joining a local special interest or community group which has mechanisms for dialogue with Council"; and*

*"Direct contact with local Councillors"*

The BCA would like to explore with QPRC how it can engage more effectively with Councillors and staff on a systematic basis, in addition to its membership on the Local Area Committee. We look forward to creating improved mechanisms for dialogue with Council.

#### **Other issues**

##### ***QPRC papers***

The draft policy framework is silent on the issue of access to Council papers. Currently papers of Council meetings are uploaded onto the [QPRC website](#). Whilst this provides some transparency regarding the issues being considered by the Council, the 'bundling' of all the papers into a few very large documents does negate this and necessitates the downloading of some large documents in terms of both the number of pages and Megabytes (eg the Agenda for the meeting held on 23 January 2019 is 101 pages long and is a 17Mb download, with the attachments totalling 47Mb). The uploading of each business paper as a separate document would make access much more user friendly.

Further, we suggest that several hard copies of Council's reports, consultation papers and other important documents should be made available to the community at Council offices and libraries. Many people do not use computers and/or find the website hard to use. The cost of printing can also be a barrier to obtaining hard copies. Also, the Braidwood area does not have the same high standard of broadband access as exists in other more urbanised areas of the QPRC.

The BCA would appreciate receiving at least one copy of all consultation documents. We would also like to be notified as soon as any consultation documents are available for comment.

### ***QPRC website***

The QPRC website could be made easier to navigate and much more user-friendly. Other councils have created more accessible websites (eg Alpine Council and Eurobodalla Council).

By way of example, the QPRC is going through a process of developing policy frameworks and plans on a whole host of issues. While some of the completed plans are quite accessible and are listed together on the QPRC [website](#), some other plans and programmes are listed elsewhere (eg [Community Strategic Plan, Delivery Program and Resourcing Strategy](#)). Other plans still in development can be quite difficult to find, particularly if you do not know exactly what you are looking for (eg when you search for the Integrated Transport Strategy on the main QPRC website very little comes up, but it does when you search on the Your Voice website).

It is suggested that all adopted policy frameworks and plans without exception should be in one place on the QPRC website and that there should also be a page bringing together all the policy frameworks and plans still in development on the QPRC website.

It is important that individual submissions to 'Your Voice QPRC' can be truly anonymous, without identities being revealed to Councillors or staff. For some the need to remain anonymous is important, for example where their employer has a close relationship with the Council, their willingness to comment could be curtailed if their identity was revealed. This is particularly important on controversial issues in a small town where everyone knows each other. We note that assurances are given on the [website](#) that submissions are anonymous, but believe it is important to stress this point.

There is a need for QPRC Councillors and staff to communicate in plain English, both in writing and orally, when communicating with the community. They should avoid, as far as possible, using technical jargon and acronyms which the wider community may not be familiar with. The greater use of plain English may also encourage people to engage more in community consultations.

Submitted by Sue Murray

BCA President

On behalf of the Braidwood Community Association

15 February 2019

## **Braidwood Community Association**

### **1. Introduction**

The Braidwood Community Association (BCA) was formed on 25 July 2018 at a public meeting. It began as an initiative of Sue Murray who called a public meeting on 17 May 2018, which led to the formation of a working group which made recommendations on how the BCA should be structured. The BCA is still in the process of fully being established and is yet to become an incorporated organisation and develop a website. It holds monthly public meetings and has an elected committee which also meets monthly.

### **2. Aims**

#### *i. Object*

To promote and develop Braidwood and its surrounding areas, with the view to further enhance the well-being and sustainability of its community.

#### *ii. Objectives*

- a. Provide a forum to discuss issues affecting the Braidwood community and the development of collaborative strategies to address these challenges;
- b. Promote broader understanding of these issues;
- c. Reflect the interests of the Braidwood community to all levels of government;
- d. Help strengthen local community capacity through networking and supporting activities of other community organisations in the Braidwood and its surrounding areas; and
- e. Assist in activities that will help enhance the natural and built environment of Braidwood and its surrounding areas, including the provision of community facilities.

#### *iii. Guiding Principles*

- a. Inclusive organisation which treats everyone's views with respect and politeness and seeks to bring residents together in a harmonious way;
- b. Seeks to utilise the diversity of Braidwood as a strength; and
- c. Have a focus on consensus. The Association will facilitate and broker respectful discussion on issues with the intention of developing a better understanding of all sides and if possible building a broad consensus of community opinion. Where there is no consensus, the Association will not take a position.

### **3. Activities**

- i.* Hold regular meetings and forums to discuss issues;
- ii.* Networking and supporting activities of other community organisations;
- iii.* Communications to the community (eg website, Facebook page, calendar, newsletter, community notice boards, where these are not already available); and
- iv.* Representation to all levels of government, both in response to government policy and activity and on any proactive Braidwood community initiatives.

### **4. Other issues**

#### *i. Geographical coverage*

Braidwood and surrounding areas. How it relates to other community associations adjoining Braidwood on issues of common interest will be developed on a 'learning by doing' basis.

#### *ii. Membership structure*

Individuals who are a full or part-time resident of Braidwood and its surrounding areas. It will not be an association of associations, but will have an important networking and supporting role between associations.

**Table 1: Principles and commitments**

<b>Principle</b>	<b>Commitment</b>
<b><i>Respect</i></b>	<ul style="list-style-type: none"><li>• We will actively ask for your views and opinions to support and have input to decision making</li><li>• We will value and consider all feedback</li><li>• We will keep you informed</li><li>• We will not seek community input if the decision is already made</li></ul>
<b><i>Integrity</i></b>	<ul style="list-style-type: none"><li>• We will clearly explain why we are asking you to participate</li><li>• We will be open about the level of influence that you have</li><li>• We will communicate how your input was used in our decision making and work</li></ul>
<b><i>Continuous Improvement</i></b>	<ul style="list-style-type: none"><li>• We will review and improve our community engagement practices to keep pace with best practice</li><li>• We will listen to the community and other stakeholders when developing our engagement plans</li></ul>
<b><i>Participation and inclusion</i></b>	<ul style="list-style-type: none"><li>• We will provide opportunities for all the voices in our diverse community</li><li>• We will provide a variety of ways for community members to participate and actively seek new voices in our communities</li><li>• We will communicate with you in a timely manner and when your input is most influential</li><li>• We will communicate with you in plain language</li></ul>
<b><i>Responsive approach</i></b>	<ul style="list-style-type: none"><li>• We will undertake our engagement in a planned, coordinated and well-resourced manner</li><li>• We will provide you with all the information that you need to enable you to meaningfully contribute</li><li>• We will work together with you and share information and results</li><li>• We will evaluate our engagement activities regularly to see where we can improve</li><li>• We will advise you of how we have considered your feedback and how it has influenced decision making”</li></ul>

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

27 NOVEMBER 2019

ITEM 9.15 CLOSURE OF PART OF BROWN ST QUEANBEYAN

ATTACHMENT 1 BROWN ST CLOSURE INFORMATION SHEET.



**Information Sheet – Proposed Closure of Portion of Brown Street Queanbeyan.**

It is proposed that the cross hatched section of Brown Street, Queanbeyan shown hereunder be closed.



The following are general questions that may be asked by residents and an informative response provided.

<p><b>Is it legal for the Council to closure a road?</b></p>	<p><i>Yes, the Council can use its powers under Section under Part 4, Division 3 of the Roads Act 1993 to close a road. All the requirements of the Act must be met prior to the road being closed.</i></p>
<p><b>Who initiated the proposal to close the road?</b></p>	<p><i>The Council was approached by the Queanbeyan Golf Club to close the road to enable it to be incorporated as part of the Golf Course. The Council have supported the proposal in principle subject to completion of the procedures required by the Roads Act 1993.</i></p>



<p>What are the grounds that support the closure of the road?</p>	<p><i>The grounds that support the closure of the road include:</i></p> <ul style="list-style-type: none"> <li>• <i>the road is not reasonably required as a road for public use.</i></li> <li>• <i>the road is not required to provide continuity of the existing road network.</i></li> <li>• <i>other public roads exist that provide practical vehicular access to properties that may have previously used Brown Street namely Booth Street, Atkinson St, Carwoola Street and Dodsworth Avenue.</i></li> </ul>
<p>Has the Council previously considered this proposal?</p>	<p><i>Yes, the proposal has been considered on three separate occasions previously, the last time being in 2006.</i></p> <p><i>The Council is of the view that circumstances have changed since the matter was last considered. Namely, there have been changes to the road network and traffic movement in the area and alternative access to Dodsworth Street is now available. Also it is noted that limited use is made of Brown St.</i></p> <p><i>In addition, recently the Queanbeyan Golf Club successfully hosted the NSW Women's Golf Open and is seeking to attract other major events to the Course. Removal of this thoroughfare will be beneficial to the operation of the Golf Course.</i></p>
<p>What will happen to the land once the road is closed?</p>	<p><i>The land comprising the former road will remain in the ownership of the Council.</i></p> <p><i>The Golf Course adjacent to Brown St is Crown Land managed by the Council and licenced to the Queanbeyan Golf Club. It is proposed that a similar arrangement be put in place.</i></p>
<p>Who can make a submission regarding the proposed closure?</p>	<p><i>Any person can make a submission in respect of the proposal.</i></p> <p><i>The submission can either support or oppose the proposal or can suggest an alternative.</i></p>
<p>Will other public authorities be involved in the road closure process?</p>	<p><i>Yes, the Council is required to contact public authorities that may have an interest in the road closure proposal and seek their views.</i></p>

<p>If I make a submission will it be considered by the Council</p>	<p>Once the submission period is complete a report on the responses received including from public authorities will be prepared and further considered by the Council. At the time, the Council will either confirm the continuance of the Road Closure process or resolve not to continue it.</p>
<p>When must submissions be provided to the Council?</p>	<p>Submissions must be received by close of business on Tuesday 10<sup>th</sup> September 2019</p>
<p>How can submissions be submitted to the Council?</p>	<p>Submissions can be submitted either by Post to:</p> <p>Queanbeyan-Palerang Regional Council PO Box 90, Queanbeyan NSW 2620</p> <p>Or by Email: <a href="mailto:council@qprc.nsw.gov.au">council@qprc.nsw.gov.au</a></p>
<p>What are my options if I am unhappy with the Council decision?</p>	<p>If you are unhappy with the Council decision to progress the road closure after it has considered submissions an appeal can be lodged with the NSW Land and Environment Court against the decision. An appeal can only be lodged by:</p> <ul style="list-style-type: none"> <li>• an owner of land adjoining the road</li> <li>• a public authority.</li> </ul>

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

27 NOVEMBER 2019

ITEM 9.18 QUEANBEYAN CBD SPATIAL MASTER PLAN

ATTACHMENT 1 QUEANBEYAN CBD SPATIAL MASTER PLAN - COMMUNITY  
ENGAGEMENT REPORT

# Queanbeyan CBD Spatial Master Plan



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

Community engagement of the Queanbeyan CBD Spatial Master Plan included the following activities:

1. Exhibition on the QPRC Your Voice online portal from the 27 May - 8 July 2019 resulting in 55 submissions received
2. Exhibition of a display in the Riverside Plaza shopping centre from 27 –30 June resulting in approximately 760 interactions with the public
3. Exhibition of the display in the Queanbeyan Library from 1 July to 6 July
4. Exhibition of a display at the Christmas in July market on 7 July that had 15,000 entrants into the markets
5. A business focus group feedback session consisting of seven CBD located businesses
6. Hard copies available at the Queanbeyan Library and customer service
7. A walking tour of the CBD highlighting proposed changes organised in collaboration with Jane Jacobs Walks with 15 participants
8. Postcards hand delivered to every CBD business and posted to CBD property owners with information on where to find the CBD Spatial Master Plan and how to provide feedback
9. A business breakfast held at the Royal Hotel where the Mayor and CEO presented the Spatial Master Plan to attendees
10. Notification via Councils fortnightly press advertising
11. Three social media posts reaching a total of 19,262 people
12. Development and publication of a dedicated webpage on [www.investqueanbeyanpalerang.com.au](http://www.investqueanbeyanpalerang.com.au)
13. Development and release of two videos showcasing the proposed changes in the Spatial Master Plan and available on QPRC Your Voice on-line portal and [www.investqueanbeyanpalerang.com.au](http://www.investqueanbeyanpalerang.com.au)

### **Key Recommendations from Community Consultation**

- A. Correct the boundary alignment in Block Plan A car park so that it does not encroach on 18 Rutledge St property
- B. Consider adding a Stage 7 Morisset St River Boulevard (called Social Spine project in 2009 Master Plan) supporting the enhancement of the pedestrian environment between Crawford St and Collett St.
- C. Consider appropriate sound controls for new development in appropriate CBD localities in the Development Control Plan (DCP) forthcoming review
- D. Consider the development and implementation of an Exemplar Catalyst Project process and/or a Design Review Panel to drive improved outcomes in architectural, urban design and place making, smart city capability and infrastructure, sustainable design, and place activation
- E. Consider conducting an economic review of the current effect of current setbacks on the viability of construction and development and its direct impact on the CBD renewal objectives and in context to Queanbeyan's specific block sizes, what GFA on a site is required having regard to land cost and construction cost to attract development.
- F. Consider what other incentives may help property owners and businesses stimulate commercial activity, decrease vacancy rates and attract businesses
- G. Consider how a dedicated marketing budget and resources and help promote the CBD

## Participation in engagement:

### Your Voice On-Line Portal

The following statistics summarise the engagement for the Queanbeyan CBD Spatial Master Plan via the Your Voice online portal for the consultation period 27 May-8 July 2019. All submissions are listed below.

Total Visits to the Your Voice website portal to view the Plan	1,540
New Registrations to the portal	21
Video views	318
Photo Views	578
Document Downloads	513
Submissions	55

### Riverside Plaza Display

An exhibition showing each Block Plan of the CBD Spatial Master Plan was displayed for five days in Riverside Plaza with staff in attendance to answer queries and take feedback. There were approximately 760 interactions of staff with the public to discuss the details of the CBD Spatial Master Plan and the comments received were overwhelmingly positive.

### Exhibition at the Queanbeyan Xmas in July Markets at the Showgrounds

The Xmas in July markets in Queanbeyan attracted x people through the gates. The Spatial Master Plan exhibition display was set up to and flyers available to provide information to the public on how to provide feedback.

### Business Focus Group

A small focus group comprising seven business representatives from the Queanbeyan CBD was also established to provide feedback on the Spatial Master Plan. This group provided positive comment, their concerns and general feedback on communication with QPRC. This group has also met a second time to discuss CBD issues after the consultation period had finished.

### Business Breakfast

Over 20 business participants attended a business breakfast where the Mayor and CEO launched the Spatial Master Plan

### Social Media posts

A total of 19,262 people were reached with social media posts about the Spatial Master Plan being available for feedback

**Submission received:**

Submitter:	Submission:	Council response	Recommendation
1	The Masterplan is terrific. Queanbeyan will go ahead and no longer be called "Struggletown". The streetscaping will create a wonderful ambience and there will be no vacant shops. It is very exciting and the future looks bright.	<b>Noted</b>	
2	Wonderful. Thank goodness. Queanbeyan will become a major centre of business and thrive.	<b>Noted</b>	
3	<p>The plan is bold and demonstrates Queanbeyan to be a vibrant city that would be the envy of our region. Replacing surface parking to reduce the dominance of cars in the CBD is most welcome. Congratulations to QPRC for demonstrating a clear vision for our city.</p> <p>I work in one of the offices off the Morisset carpark, and was therefore particularly interested in Key Block Plan 'D'.</p> <p>The proposed replacement of surface parking to the proposed mixed-use/residential development and the public square is welcomed and will bring vibrancy to an otherwise empty space. The addition of multilevel parking in the Morisset Carpark would be welcomed, as even short-term parking is often hard to come by in the car park in its current state. Careful activation of the proposed public square will be needed to ensure that it becomes a vibrant space, and not just another walk-through - the current businesses facing the square (the rear of the Salvos, Mid City Motor Inn, Anytime Fitness, Electro Optic Systems) do not particularly lend themselves to this use.</p> <p>Finding a use for the vacant block between Crawford St and Riverside Plaza to provide access to the shopping centre would be most welcomed. Traffic calming or part-pedestrianisation of Fallick Lane would support pedestrian movement in this space - it is currently quite dangerous to navigate on foot, particularly with traffic from the dry cleaner and petrol station</p> <p>On page 25, in reference to the tree scape of Lowe St, the addition of further greenery is welcomed. The placement of trees along the Morisset carpark entrance is not feasible, as the existing pathway is also quite</p>	<p><b>Consideration of the traffic calming of Fallick Lane would be subject to traffic modelling results</b></p> <p><b>Detailed street scaping plans including plantings would be developed with each project plan development.</b></p> <p><b>The maps do not show detailed street landmarks such as the Boer War memorial. However the relocation of the Boer War Memorial to the War Memorial Gardens in Moore Park is already underway.</b></p>	

9.18 Queanbeyan CBD Spatial Master Plan  
Attachment 1 - Queanbeyan CBD Spatial Master Plan - Community Engagement Report (Continued)

Submitter:	Submission:	Council response	Recommendation
	narrow. The existing Boer War memorial does not seem to be marked on this map. Placed on the median strip of Lowe St, it is currently difficult to access and could be better incorporated into the streetscape.		
4	I am loving how the city is developing and am happy with all the improvements. It would be wonderful if a retirement precinct were incorporated somewhere. I have so many friends who like myself need to downsize but want to remain in Queanbeyan.	<b>Council is exploring opportunities with an Aged Care provider to offer facilities in the CBD</b>	
5	yes Please put disabled car parks on the lower level of the car park, There are none at the moment only on the upper car park	<b>Noted</b>	
6	I really love the improvements to Queanbeyan and think the town looks great. I hate the dark car parks including the Lowe St one (scary at night), and the Q theatre one isn't well lit either. And I know Riverside Plaza is privately owned but the underground car park is a haven for Qbn ferals and I don't always feel safe parking under there. The taxi rank outside Kmart is putrid too - sick of smokers stinking things up.  But overall...love this place! Will never move back to the ACT.	<b>Noted</b>	
7	I love it! I love Queanbeyan town centre for its differences to the overly planned Canberra, but agree that things need to change. Encouraging medium-high density residential will improve the area, but wonder whether developers would be interested given the realisable value would be lower than Canberra generally. It is good that car parking will change to multi-level to allow land to be sold and redeveloped. The river needs another cafe/eatery on the southern side and more events to encourage use. If only all these changes could happen right now!	<b>Noted</b>	
8	I think the current plan will drive traffic to the restaurants in the Queanbeyan CBD, which is wonderful. But I'd also like to see traffic drawn to our retail shops on the main street which are rather suffering at the moment. One idea could be the introduction of a concept called Queanbeyan Dollars, a reward system where you gain points from shopping at local retailers or patronising local businesses. Collect a certain number of points and you	<b>Queanbeyan Dollars shop local card was trialed by QPRC from 2015 to 2016 with no real success or take up by the community. New 'shop local' programs are</b>	



Submitter:	Submission:	Council response	Recommendation
	<p>could redeem a certain amount worth of products from a participating local shop. In conjunction with the plans already proposed, this rewards system will spark interest and participation in the newly refurbished CBD.</p> <p>Another suggestion I'd like to make in making our public spaces "smarter" would be the introduction of charging stations. This would probably work best along Crawford Street or the Queanbeyan Arcade, among other places, as they're near cafes and restaurants, so it'd make them ideal spaces for people to sit down, charge while working on their devices and have a cuppa.</p>	<p><b>always being explored for introduction into Queanbeyan</b></p> <p><b>It is anticipated that electric vehicle charging stations will be incorporated into new car park facilities</b></p>	
9	<p>Thank you for consulting with the community. The draft plan looks good. Please ensure that you consult with the local Aboriginal community as progress should be something we pursue jointly with our First Nations people.</p> <p>Thank you again for taking the time to read through the community's concerns.</p>	<p><b>Place Plans for each precinct are anticipated to be developed which may provide further opportunity for indigenous community engagement</b></p>	
10	<p>The plans look beautiful and should deliver a very attractive town centre area, for local residents and to draw visitors from further afield. However, does this expenditure take priority over making the rest of Queanbeyan a safer and healthier place for current residents? For example, ensuring children can walk safely to local schools without crossing major roads without pedestrian crossings, and that people in wheelchairs or mobility scooters can actually travel on pavements without having to detour onto the road. For me, those would be a higher priority than an 'artist's precinct' in the CBD.</p>	<p><b>This Spatial Plan only addresses the Queanbeyan CBD. Other plans for works to roads, paths and pedestrian ways are outside the scope of this Plan</b></p>	
11	<p>A very comprehensive overview, well done. I do have some concerns about the proposed/ possible decked car parks. They will require residents to park &amp; use the linking walkways/laneways to access different areas of the CBD. Parking close to Riverside Plaza &amp; Woolworths looks likely to be reduced by retail/residential development. Where does this leave residents who hold a disabled parking permit? Disabled parking spaces are fairly limited already. They are often occupied for hours at a time especially at Riverside Plaza. Does QPRC know how many residents hold one of these permits? Will the number of disabled spaces next to major shops be increased to prevent disabled persons having to walk from off-site decked parking areas? Will the use of these spaces be better patrolled in future to prevent misuse by non-</p>	<p><b>The Plan shows 'possible' development on private land and parking standards will be assessed according to requirements.</b></p> <p><b>Provision of disabled parking spaces will be in accordance with relevant legislative requirements.</b></p>	

Submitter:	Submission:	Council response	Recommendation
	<p>permit holders?</p> <p>Love the concept of greening up the CBD with trees etc. Can we ensure that planting accounts for line of sight issues? This is sometimes impeded both in the CBD and close fringes by plantings too close to corners &amp; the parking of cars too close to corners. This often means that whether a driver is on a stop sign or give way sign they have to edge out into the intersection to be able to see clearly both ways before proceeding.</p>	<p><b>This will be assessed at the time the development is proposed. Final occupation of the building will only be certified when the development is completed in accordance with the notice of determination and approved plans.</b></p> <p><b>Detailed street scaping plans including plantings would be developed with each project plan development</b></p>	
12	<p>Generally is a great improvement on one of the most desolate, unattractive cityscapes in NSW. Against that complement my feedback is:</p> <ol style="list-style-type: none"> <li>1. on-street parking must stay in CBD including Monaro St - elderly and people dashing places will stay away if only parking is in large carparks - it puts you off if you don't have time to spare to drive around and do battle in a large carpark. Crawford St does it well.</li> <li>2. Bulky multi storey carparks are no doubt needed in some area of CBD but I think too much area in this spatial plan. E.g. Wagga has a bigger population that Qbn and as well as Coles/Mall underground parking that attractive CBD has multiple smaller carparks at rear of shops that works well plus on street CBD. Without that I think Qbn businesses will suffer. Goulburn another example of parking on street enabling people movement without being forced into large carparks. Certainly Goulburn CBD streets are wider but this should not be impossible to retain on street parking for Qbn.</li> <li>3. Sheedy Lane concept sounds ok but sketches look grim. It is a wind tunnel in winter and an oven in summer. Some more structural elements might be needed to slow the wind and a structure to capture the limited winter sun - maybe a moveable clear awning roof in winter. I do not think it's realistic to expect all the CBD lanes to be able to be meaningfully activated as the population (even with growth) is not there to utilise it all. Better to do a few really well than all half well.</li> </ol>	<p><b>1 and 2: On street parking will still be included in the CBD</b></p> <p><b>2. Comparing Wagga Wagga and Goulburn to Queanbeyan not 'like for like' as each city's unique layout, commercial core, infrastructure, roads and property ownership influence its design and ability for Council to impact design.</b></p> <p><b>3, 4, 5 and 6: Detailed street scaping plans including plantings would be developed with each project plan development. Place Plans for each precinct including Laneways are anticipated to be developed which will provide guidance on the theming of laneways</b></p>	

Submitter:	Submission:	Council response	Recommendation
	<p>4. Poets Lane looks great. The setting lends itself to activation - with human scale buildings either side unlike Sheedy Lane.</p> <p>5. Blacksmiths Lane - realise the sketches are not the final plan but this one looks very stock-standard (even a bit beauty which does not suit this climate. In short it lacks character. It would be great if it was designed along the same design/architectural lines as the Monaro St buildings from Cassidy's arcade to WJ Gibbs &amp; Co... Looks to me 40's or 50's with a hint of art-deco? This would ensure it is in keeping with and enhances the existing streetscape.</p> <p>6. Bearing in mind the long cold winters and this desire to activate the outside spaces more - how does the plan cater for winter? Trees would better as a mix of deciduous and evergreen - otherwise the outdoors will have no connection with nature in winter - no nice greenery. Of course the laneways have a lot of shade anyhow.</p> <p>7. Like the North Crawford St concept giving a sense of arrival to the CBD but most traffic possibly comes in on Monaro St... is more happening either side of the CBD?</p> <p>8. Like the Lowe St plans provided the on street parking is retained.</p> <p>9. Sets of large multi-story car parks sounds plain ugly I think they should be underground not above ground. They block out the sun to all the buildings around them and dominate the precincts.</p> <p>10. The idea of more residential apartments at rear of the Salvos sounds like they will have one of the ugliest views possible. Apartments or carpark. It risks being a ghetto rather than a "vibrant" place to live in my view. Qbn would be wiser to keep apartments to the periphery of CBD (e.g. the Rutledge St idea) rather than try to 'do it all'. The city layout just won't let you do this well. I would hate Qbn to do downtime apartment living badly. Better to avoid this. The existing stock of apartments is bad enough right across the city.</p> <p>The ugly exteriors of the Riverside Plaza from Monaro St side and the Morisset side and K-Mart from every side. Can Council persuade the owners to invest in some softening of those to help beautify the city? I</p>	<p><b>including amenity and aesthetics.</b></p> <p><b>7. This Plan covers the CBD only. Anything outside the CBD is not in scope of the Plan</b></p> <p><b>8. There is no current intention to remove on street parking in Lowe St</b></p> <p><b>10. The Plan provides potential options for development. Any proposal for development will be assessed according to relevant development application processes. QPRC has engaged with Riverside Plaza to consider options to revitalise the shopping centre including activating the blank facades and spaces with no successful outcome to date.</b></p> <p><b>11. The Riverside Plaza carpark is private land. Any option for development will be assessed according to relevant development application processes. The image in the plan is an artist impression only of a concept.</b></p> <p><b>13. Staged works including Monaro St upgrades will be implemented according to</b></p>	

<b>Submitter:</b>	<b>Submission:</b>	<b>Council response</b>	<b>Recommendation</b>
	<p>HATE going in them and have to almost shut my eyes. These are such a dominant presence in the cityscape.</p> <p>11. The idea of an above ground multi storey carpark at Morisset St side of Riverside Plaza sounds horrendous. This carpark gets sun all day and we MUST keep that as open space in this bitter winter climate. PLEASE do not do that.</p> <p>12. Crawford St south - sounds good. This precinct is the nicest existing precinct and enhancements need to be very sensitive and high quality materials and design.</p> <p>13. Monaro St works are still 4 years away. Is there capacity to gain funds sooner? This is THE key to making Qbn an appealing place for human foot traffic. It seems to me provided the bypass is ready - the sooner this major piece happens the better.</p> <p>14. Cinema arrival is just so very important and thank goodness Council has been able to support it.</p>	<p><b>available resources and available funding including State and Federal grant funding</b></p>	
<p>13</p>	<p>The plans look quite modern and overall I am excited by the ideas. The one item that has worried me and many others, is the fear of losing free parking. There are many people working in the local township, myself in particular will be affected by the developments proposed in stage 2. I am hopeful that Council will maintain free parking, or if not viable to do that, arrange passes for those working full time in the local vicinity to access free parking in the multi-story car park. As my role requires the ongoing use of my vehicle during the day, public transport is not a viable option for me, nor the others in my office.</p>	<p><b>There are no plans to introduce paid parking</b></p>	
<p>14</p>	<p>Looking to the future of QBN by remembering it's past, by this I mean incorporate brass plaques with original shop/ business names and dates imbedded into the footpath, also the recognition of a nameless feature (creek) running under the southern footpath of Monaro St known as the Town Tunnel, I believe Queanbeyan would not be where it is today if it were not for the washout where it enters the river, a quick look at old colonial maps also explain why the town tunnel is gun barrel straight from Cameron Rd except for a dogleg 75 meters from the river and also why Macquoid St never lined up with Monaro St...This nameless creek could be given a name</p>	<p><b>Place Plans for each precinct including Laneways are anticipated to be developed which will provide guidance on the theming of laneways, amenity and aesthetics. All information including the information in submission</b></p>	

Submitter:	Submission:	Council response	Recommendation
	and marked on its above footpath.	<b>14 could be considered</b>	
15	Don't take away most open space parking	<b>Some 'grade' or open space parking will still be available along with on street parking.</b>	
16	We are a little concerned at the loss of parking beside the Q theatre. We visit the theatre often, and are already finding that parking is at a premium on some evenings. Being seniors, but not yet having disabled permits, having to cross Monaro St after parking in the multi-level park could be a distance. Also sometimes there are just two of us elderly ladies, and do not feel overly safe after dark, particularly with the proximity of 2 public houses. Living out of Queanbeyan, a taxi is not an option. We rarely attend matinee performances as active seniors we live very active lives during the day.	<b>Parking will still be available at The Q. Disabled parking access will be retained in parking areas according to regulatory requirements</b>	
17	QBN feeling great, nice place to live, raise kids, work. It would be lovely if some Australian native trees could be planted on the main streets, ie: Crawford. They are evergreen and in deep winter add some much needed foliage, or beautiful stark white gum tree trunks, Christmas bush.... probably not popular to say- Canberra and even Googong integrate them nicely in the city scape. It would add some atmosphere if some trees could be planted in the median strip from top pub down to the post office!	<b>Detailed street scaping plans including plantings would be developed with each project plan development. Place Plans for each precinct including Laneways are anticipated to be developed which will provide guidance on the theming of laneways including amenity and aesthetics.</b>	
18	It sounds great. Keep up the good work.	<b>Noted</b>	
19	No more flats on or near the river in 10 years' time they will look like low socioeconomic areas keep the river corridor as natural as possible. There are too many dirty looking flats/units in Queanbeyan. The great thing about Queanbeyan was you could get street parking now you can't you drive around and around waiting to get a park close to where you want to just duck into a shop for 5 minutes. The landscaping looks pretty boring - rethink this street scaping.....looks like your trying to turn us into a mini Melbourne...where just not that think about who lives in Queanbeyan and why there are still a lot of poor people who live here...spend it on helping	<b>Detailed street scaping plans including plantings would be developed with each project plan development. Place Plans for each precinct including Laneways are anticipated to be developed which will provide guidance on the</b>	

9.18 Queanbeyan CBD Spatial Master Plan  
Attachment 1 - Queanbeyan CBD Spatial Master Plan - Community Engagement Report (Continued)

Submitter:	Submission:	Council response	Recommendation
	those and not adding more shops and cafes that don't do the business now - you will increase the empty messy graffiti shops already here	<b>theming of laneways including amenity and aesthetics.</b>	
20	I recommend having a 40km/hr speed limit on Monaro Street with partial shared zone for pedestrians. Also, no heavy vehicles down Monaro Street. This will improve the movement of pedestrians, limit traffic and reduce pollution in the city.	<b>Council is progressing the implementation of a 40km/k speed limit in the CBD</b>	
21	Remove caravan park to another location. Sorry to see shops in centre disappearing, Target closed, Nonnie B left ages ago, no doubt others will follow. Is rent in the complex an issue. FYI I am now shopping elsewhere.	<b>The caravan park is currently undergoing renovation for reopening in late 2019.</b>	
22	Be careful over building in "high" rise-style development. The fabric of Queanbeyan is what attracts people here. A Gungahlin-like development does NOT interest me. It is why I couldn't wait to leave there when we bought here.  Also, in your "smarter" development, what about verge vegetable and fruit gardens, or the encouraging of this instead of the current community garden far from the current development plans. Sustainability includes food security, not just multistorey developments. And how will the Morisset Street plan, what is happening there & when will the improvements of the caravan park commence?	<b>The Plan does not recommend any changes to the current height restrictions in the Development Control Plan. Any development would be assessed according to standard development processes. The Caravan Park is currently undergoing renovation for reopening in late 2019.</b>	
23	Love it but would like more residential aged care facilities for people wishing to downsize & stay in Queanbeyan - close to the CBD. I am aware of several people wanting to do this & continue to live independently.	<b>QPRC is working with an aged care provider to explore facilities in the CBD.</b>	
24	There should be direct 'at grade' footpath access without crossing roads between aged care/independent living area and Riverside Plaza (e.g. for medical, shopping etc.). Suggest pedestrian bridge over Monaro Street.	<b>Monaro Street is a State controlled road through RMS. Any final changes to be made to Monaro Street are subject to more traffic modelling currently underway.</b>	
25	Carparks with drop-off points so taxis and people dropping elderly/disabled people can have somewhere to pull up that's not a car space i.e. Woolies	<b>The Woolworths carpark is on private property and not in scope of the Plan.</b>	

Submitter:	Submission:	Council response	Recommendation
	carpark and medical centre.		
26	All these plans are great. I am just concerned about the river getting flooded to the CBD area when heavy downpours continue for a few days. This happened before a few years back. If the flooding of the river can be prevented in the future, that would be good.	<b>The Draft Queanbeyan Floodplain Risk Management Study and Plan has recently completed community consultation.</b>	
27	<p>It is almost impossible to get parking close to Riverside or Woolworths on weekends or outside of working hours. I have lost count of the number of times I've driven in and out of three carparks without finding a place to park. I have done it so many times that I no longer shop in Queanbeyan choosing instead to shop at Majura or Woden. This plan does not result in more parking spaces but drastically reduces them. How can you expect the elderly, disabled or those wishing to but more than a loaf is bread to spend money on Queanbeyan if they can't park in reasonable proximity? This plan will hurt small business particularly any restaurants on the main Street. I used to get a coffee from 4th seed every day but since the police station has taken up half the carpark I no longer go there, choosing instead to get my coffee fix on Fyshwick.</p> <p>This will be even worse for those businesses on the three main Street with the removal of on street parking.</p> <p>I am also concerned the plan will result in significant traffic jams coming off the bridge due to what appears to be a pedestrian friendly zone. Traffic is so bad already this will only make it worse. Also have you tried turning right on Cooma St- it's ridiculous!!</p> <p>I am disappointed my rates have been used to come up with this rubbish plan</p>	<p><b>The Plan anticipates an approximate 23% increase of parking in the CBD. Additionally, timed parking spaces will be increased in the CBD to encourage increase turnover of spaces. Riverside Plaza and Woolworths are privately owned and operated carparks.</b></p> <p><b>Whilst the Plan does identify increasing parking, it also recommends enhancing pedestrian connection, amenity and walkability. This may mean slowing down traffic on Monaro St. The Ellerton Drive extension will be available for passing through traffic to use as a commute route.</b></p>	
28	I believe Council needs to revitalise the CBD by encouraging big shopping centre developers like Westfield to the city and building a large shopping centre/hub. Areas to be considered could include the whole block where the current tired out of date mall is situated. OR, the Morisset Block, OR the Woolies/Kmart/ALDI block. After completion, they can concentrate on the main street with boutique shops/restaurants/cafes	<b>All the proposed blocks/property are privately owned and out of control of Council</b>	

Submitter:	Submission:	Council response	Recommendation
29	<p>I love it and am very excited that finally Queanbeyan will be done up and look lovely like other towns, it's truly about time, we as a town are not using the full potential of it. I have one concern and that is the large 5-6 storey buildings that are proposed, they just don't suit the other historical buildings, they will dwarf them and look silly. I hate what they've done with that apartment building at the Morisset Street carpark, our oldest house in QBN looks ridiculous with that huge ugly building behind it, it should never have been allowed. I want to see more of our heritage buildings preserved and stand out as a feature not turn our town into a modern place which it isn't. We need to stay true to our history and preserve it.</p>	<p><b>The Plan does not recommend any changes to the current height restrictions in the Development Control Plan. Any development would be assessed according to standard development processes. The Plan does not recommend any changes to Heritage buildings. A Place Plan will be developed for the CBD that may build on the heritage theme for the CBD</b></p>	
30	<p>Looks great. I am especially pleased at the attention to the laneways and THANK YOU for bringing back the name of Poet's Lane! Bring it on I think Queanbeyan will be a more liveable place for the implementation of this excellent plan.</p>	<p><b>Noted</b></p>	
31	<p>Thank you for the opportunity to comment. I have now been a Queanbeyan resident for 7 years and in providing these comments my primary purpose is to be open and honest regarding the challenges facing Queanbeyan. Like many residents of Queanbeyan, I rarely shop or visit the Queanbeyan CBD.</p> <p>Fundamentally, the Queanbeyan CBD is ugly, lacks visual appeal, lacks a coherent streetscape and is a zone ruled by cars and roads that is struggling to overcome many decades ago planning decisions to place all shopping inside an enclosed building that lacks any external linkage to the outside world.</p> <p>I welcome the developed of this integrated master plan and a focus on making the Queanbeyan CBD an attractive location focussed on the human scale. Noting my summary comments above, I provide the following feedback on the master plan:</p> <p>1. People will live and shop in the CBD if they find it attractive, welcoming, and easy to move around and completely safe for their children. The council should therefore focus its efforts on human scale improvements in the</p>	<p><b>A main objective to the Plan supports efforts to prioritise people and 'pedestrianisation' of the CBD. However, closing streets to traffic may not be practical due to the large volume of traffic and flow down effects this would cause.</b></p> <p><b>Approximately 8,500 traffic movements per day occur in Crawford St on each side of Monaro St. Such a closure would be detrimental to commerce in the CBD. The Plan recommends a balance of traffic calming, improved pedestrian amenity and</b></p>	<p><b>Consider adding a Stage 7 Morisset St River Boulevard (called Social Spine project in 2009 Master Plan) supporting the enhancement of the pedestrian environment between Crawford St and Collett St. This would require more detailed traffic analysis.</b></p>



Submitter:	Submission:	Council response	Recommendation
	<p>streetscapes - critically including completely safe, separated, wide and attractive footpaths and bike paths.</p> <p>2. In line with the above, there is no logical reason to maintain Crawford Street between Morisset and Rutledge Streets open to any vehicular traffic. This stretch of Crawford Street should be turned into a pedestrian and bicycle only zone. The negative impacts from such a decision are minimal and the evidence both domestically and overseas is that business activity increases for businesses within such a zone. From a car traffic perspective, there are easily accessible alternative routes to "get across" Monaro Street via Lowe and Collett Streets. The master plan already proposes narrowing this section of Crawford but the strategy is, for an unidentified reason, recommending some form of unnecessary middle ground between pedestrianisation and keeping this section of Crawford Street open to vehicular traffic. From a business deliveries perspective, these sections of Crawford Street have accessible laneways behind the businesses and the car parking is already proposed to be removed as part of the master plan.</p> <p>3. The bus interchange location is in a terrible location on the "outskirts of town". If the council intends to encourage real estate investment in a walkable, rideable streetscape with activated frontages and wide footpaths and separated bike paths - then the bus interchange needs to be returned to a central location where people can hop out of the bus and immediately access the activated centre of the CBD. Currently, on exiting a bus the CBD is an unattractive and inaccessible distance from the Crawford / Monaro crossroads which forms the "centre" of the CBD. The bus interchange should return to Morisset Street between Crawford and Lowe Streets and this section of Morisset Street should also be closed to non-public bus access and turned into a pedestrian, bicycle and public bus zone.</p> <p>4. Morisset Street from Collett to Crawford Streets should also be closed to vehicular traffic. This would enable a complete pedestrian and bike zone between the proposed cinemas, the proposed new apartments on the vacant block next to KMART, the activated frontages of Crawford Street and the activated frontage of the existing shopping centre that fronts this part of Morisset Street. The vehicular traffic route - from Morisset Street east of Collett Street and Collett Street south of the roundabout - should continue north on Collett Street to Antill Street and then follow Antill Street to</p>	<p><b>connectivity to achieve objectives.</b></p> <p><b>3. The number of buses using the interchange has increased since the move from Crawford St and is expected to increase more in the future. The previous site of the interchange is not suitable for the expected future demands. Every bus (with the exception of the school buses) that leaves or ends at the interchange already includes a stop at a bus stop in the CBD. Noting the future plans for a multi-storey car park in the Morisset St car park it is not suitable to close Morisset St to traffic in this way.</b></p> <p><b>4. The 2009 CBD Master Plan supported the enhancement of Morisset St as a pedestrian environment (between Crawford St and Collett St) to better link the two existing retail centres. This included the possibility of improving the attractiveness of Antill St – Collett St as an alternative traffic route to the Morisset St - Crawford St route. Traffic management measures to facilitate this would include a new roundabout at the</b></p>	

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	<p>Crawford Street. Again, the traffic on this route still has 2 methods around the CBD aside from Monaro Street - either via Antill and Lowe Streets or Rutledge and Lowe Streets. The key message here is that if the aim is to create a liveable, human scale centre of the CBD (within the constraints of continuing vehicular traffic on Monaro Street - albeit slowed and with traffic calming measures) then the vehicular traffic should be diverted around the absolute centre of the CBD.</p> <p>The modifications proposed above to the master plan have minimal vehicle traffic impacts due to the continuation of vehicular routes either through the CBD via Monaro Street or around the CBD via a combination of Lowe, Antill, Collett and Rutledge Streets. The removal of vehicular traffic (aside from moving the bus interchange back to a more centrally pedestrian friendly and accessible location) will enable the complete pedestrianisation of Morisset Street from Collett to Lowe Streets and Crawford Street from Morisset to Rutledge Streets. The length of Crawford Street from Antill to Morisset Streets could still have all the beautification identified in the master plan applied with the simple addition of a turning node just north of Morisset Street. The multi-storey car parks identified in the master plan will remain accessible from Lowe, Antill, Collett and Rutledge Streets.</p> <p>In conclusion, my thanks again for this opportunity to provide comment on the spatial master plan. The council is to be commended for planning to rectify past planning mistakes and taking the opportunity to learn from contemporary global examples of the benefits of planning with a focus on human interaction and liveability.</p> <p>My comments suggest easily implementable changes to the master plan that would have highly significant positive impacts on the liveability and attractiveness of the Queanbeyan CBD.</p>	<p><b>intersection of Collett St and Antill St and traffic signals at the intersection of Crawford St and Antill St and reducing lanes in Morisset St to 1 lane +1 lane parking each side instead of 2+1 each side. This strategy would allow Morisset St between Crawford and Collett Streets to be enhanced as a pedestrian focused environment. This would require more detailed traffic analysis and consideration by QPRC</b></p>	
32	<p>Looks great, bravo to Council for continued efforts to beautify the CBD and enhance Queanbeyan's historic town centre. I'm particularly in favour of the planned improvements to the riverfront so that the public can enjoy this amenity. I also like the planned improved walkability in and around Queanbeyan, which could be a real point of difference to Canberra suburbs. There's no reason why Queanbeyan can't have the history and country charm of Bowral, vibrant riverside CBD of Parramatta and good employment opportunities 15 minutes away in Canberra.</p>	<p><b>The ultimate goal is to increase workers, residents and shoppers in the CBD. This could involve the education sector or any other sector taking up residence in the CBD</b></p>	

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	<p>I would be interested to understand Council's plans for managing potential loitering of homeless in around the proposed civic squares. May I suggest maintaining at least single lane roads through or near civic squares. Parramatta tried removing cars altogether from parts of its CBD and it led to unsafe areas full of homeless/drug users that people didn't feel comfortable walking through.</p> <p>I am also in favour of increasing the density in and around the CBD as it should (in theory) improve the business and cultural interest in Queanbeyan. I suspect the Cinemas being developed may help spur increased interest in restaurants and other evening businesses. Crawford street lends itself well to becoming a proper eat-street with business open into the evening. Having said that, the lack of business activity in the CBD during normal business hours should be further considered in the master plan as most local residents work in Canberra during the week.</p> <p>I suggest the CBD spatial master plan include plans for the development or relocation of good schools/education services into the CBD to spur daytime activity and enhance the cultural environment. Queanbeyan should want to attract working families looking to get ahead in the Canberra region. These would be the residents with solid incomes to spend in the CBD and would increase land prices (and in turn revenue from rates). The Queanbeyan CBD could become an educational drawcard for families from QBN, Bungendore, Googong, Jerrabomberra and Canberra etc. who are looking for high quality education as part of the NSW school system. This might involve planning for a private secondary school or selective public school in the CBD, which would be a game changer for QBN.</p>		
33	<p>Not enough done to assist access for disabled people. Shared pathways need to have speed limits and there must be proper consultation with the council's access committee. Input must be recognised and acted upon, otherwise it is just lip service.</p>	<p><b>The Plan does not provide this level of detail. Any shared pathway to be developed in the future would be subject to planning standards including speed limits. Council has recently adopted the Integrated Transport Strategy which has a particular focus on pedestrian infrastructure.</b></p>	

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34	All looks amazing!!! Love it!	Noted	
35	<p>Queanbeyan CBD will never be viable and safe until the traffic in Monaro Street is addressed.</p> <p>Studies have shown that with all ring roads/by-passes, the traffic of Monaro Street will continue to grow.</p> <p>The simple answer is to block off most of Monaro to foot traffic and build over Monaro Street in both blocks and link businesses, incorporate shops. This needs to be a joint venture of course, and Monaro traffic can be untrammelled for that distance across the bridge.</p> <p>All major developments need links to either of two multi-level parking at subsidised costs, for staff, recreationers and shoppers,</p>	<p><b>The Plan recommends prioritising pedestrian access throughout the CBD. Monaro Street is a State controlled road through RMS. Any final changes to be made to Monaro Street are subject to more traffic modelling currently underway.</b></p>	
36	<p>Great progress for Queanbeyan. Suggest a regular train service between Queanbeyan – Bungendore - Canberra</p> <p>Also suggest development of retirement apartments within walking distance of Queanbeyan town centre to capture the growing number of downsizers who are moving into Canberra, plus a good market similar to FYSHWICK close to town centre.</p>	<p><b>QPRC is working with an aged care provider for facilities in the CBD</b></p>	
37	<p>The Plan considers potential Council and private developments; pedestrian and cyclist connections; streetscape improvements; traffic flow; activation of laneways; constructing public domain spaces; links between the CBD, river and park space; and consolidating parking into decked car parks.</p> <p>While the plan claims to have looked at...The updated plan relies on a considerable body of previous work, including the Queanbeyan Car Parking Strategy (External link), the Queanbeyan Retail Growth Strategy (External link), the Digital Economy and Smart Community Strategy (External link) and the CBD Transformation Strategy (External link).</p> <p>Has it looked at the heart and soul and how people might be challenged and uplifted into becoming a community... The public purse whether accessed via state funding or indirectly through corporate profits needs to open up to models beyond a simple Percent for</p>	<p><b>The CBD Spatial Master Plan recognises the importance of public art and its contribution to place and community. The QPRC Placemaking team is always trying to facilitate creatives' involvement in Queanbeyan and has recently started Creative Connect – a quarterly gathering of creatives to give opportunity for networking, business development and explore creatives' involvement in the CBD identity. A Place Plan</b></p>	

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	<p>Art provision, or real estate- or freeway-enhancing monumental sculptural installations. Programs tackling art in the public arena like that at RMIT where students, graduates and staff work alongside each other to infiltrate real life situations are a rarity in Australia. University and research-based art practice, such as that of Situations in Bristol or the socially based SKOR in the Netherlands can lead the way in giving credence to activity which does not have a predetermined outcome but aims to subtly shift the focus from isolated spectacle to something which is considered in a more holistic way. from <a href="https://www.artlink.com.au/articles/3439/the-meandering-river-slowng-down-and-keeping-goin/">https://www.artlink.com.au/articles/3439/the-meandering-river-slowng-down-and-keeping-goin/</a></p>	<p><b>for the CBD is also underway that will provide a guideline on the look, feel, theme, functionality and use of new and existing public spaces.</b></p>	
<p><b>38</b></p>	<p>Generally it looks like an improvement. Basically we need to slow/remove vehicles and increase the comfort and amenity for pedestrians as well as greening the CBD. There seems to be a move away from retail in Australia so the emphasis needs to be on creating shops for service type industries. Crawford St seems to have improved since the new development, so this type of improvement seems to work. We definitely need to attract decent restaurants and cafes</p>	<p><b>The Plan recommends prioritising pedestrian access throughout the CBD</b></p>	
<p><b>39</b></p>	<p>As I have indicated before, I am a strong advocate of the plan and believe the focus on density by providing commercial and multi residential opportunities with appropriate car parking will provide the stimulus to enhance the retail offering and activate the CBD.</p> <p>My concerns relate to what some planners refer to as the doughnut effect. You have recently seen it in Canberra with the airport development and the Kingston Foreshore development. Nobody could argue that the former development has been transformational in terms of the city however taking somewhere near 300,000 sqm of office space out of the Canberra CBD has stifled the CBD's development. It is only now after over a decade and strong migration growth that we are seeing the maturity of the City.</p> <p>Equally but more recently the Kingston Foreshore and desecrated the retail offering at Kingston and Manuka.</p> <p>At the Council presentation on the 12 June 2019 I offered the above views and asked Council representatives to work in a manner that enhances the existing retail hierarchy and infrastructure as opposed to competing with it. I understand that the Development controls will be overlayed on the spatial plan and will dictate what is or is not possible. But as I understand, all the</p>	<p><b>The CBD Spatial Master Plan is focused on the CBD and all strategies in it are designed to activate the business offering in the CBD by creating opportunities for more workers and residents to be located in the CBD.</b></p>	

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	<p>land that is on offer is currently owned by the Council. Accordingly I believe that Council should contemplate conditioning the sales to ensure we don't have a similar effect to what we have seen in Kingston.</p> <p>In addition, I think it would also be inappropriate for taxpayer's funds to be used to provide opportunities for Council to compete with commercial operators and landlords. I think the Council office should be limited to the Council and other Government departments as tenants.</p> <p>These are exciting times and congratulations on the development of the plan thus far. I look forward to its implementation.</p>		
40	<p>1. Block Plan "A" (p.12) clearly shows the rear of my property at 18 Rutledge Street being resumed (our block is the only one in Rutledge Street that sticks out in the present Rutledge Street carpark). This is unacceptable to my family and I, and it will seriously impact on the amenity of our block. Further, St Elijah's rear is presently an entirely bricked up wall and it's unclear how providing an access road would provide any additional amenity to the Macedonian Community. I think a far better use for this would be to turn the present Rutledge Street car access road and new road to St Elijah's in to park, and not resume any of our property.</p> <p>2. Given that the Spatial Master Plan is intended to have a ten year timeframe, and Queanbeyan is part of Canberra, Council should be considering how our city will become integrated into Canberra's public transport network. Specifically, Council should be looking now as to how Queanbeyan can become connected to Canberra's light rail network. Adding an extension of the proposed Belconnen to the Airport line through to Queanbeyan is something that Council should be pushing for and seeking State Government funding for. In terms of the Spatial Master Plan - it needs to address the question of where would the light rail run? And how best to use it to address Challenge #3 ("Minimal growth capacity in retail activity.")</p>	<p><b>Block Plan A shows an error in the boundary alignment.</b></p> <p><b>QPRC is advocating with the ACT Government on an integrated public transport network and details are in the Integrated Transport Strategy</b></p>	<p><b>Correct the boundary alignment in Block Plan A so that it does not include 18 Rutledge St property</b></p>
41	<p>What has happened to 'country living with city benefits' isn't there enough apartments?</p>	<p><b>An increase in CBD residential and workforce density will help increase both the night time and day</b></p>	

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		<p><b>time economy providing vital stimulus to shops and commercial business. This is turn will increase the CBD vibrancy and vitality to make a substantial contribution to the long term sustainability of the Queanbeyan commercial centre and improved lifestyle options</b></p>	
42	<p>I think on the whole it is good but I have the following comments.</p> <ol style="list-style-type: none"> <li>1. I am concerned about the effect on the river of the planned floating deck. In particular I am concerned about the potential impact on the platypus living there.</li> <li>2. The whole plan is very focussed on the built environment, but does talk about greenery in the streetscape. I'd like the Council to explicitly favour native plantings in order to provide food for native birds etc., which are an essential component of a good environment.</li> <li>3. The plan mentions a link to the Tourism Plan, which includes the natural environment as a strength. With its focus on the river, the Masterplan needs to ensure that river-based tourism activities enhance rather than destroy the native environment. This could include re-introduction of the native pond plants that used to flower every spring under the high level bridge but which were poisoned some years ago due to complaints from the public about "weeds". They did, however, provide food for insects eaten by the platypus.</li> <li>4. While it is good to see the expected vibrancy of the CBD, the Council needs to make sure it continues to invest in basic (and enhanced) services for the rest of the city.</li> </ol>	<p><b>The floating deck is a concept only and would require meeting standard planning requirements and standards including environmental planning</b></p> <p><b>The provision of detailed tree planting species is out of scope of the CBD Spatial Masterplan</b></p> <p><b>The CBD Spatial Master Plan does not detail river-based tourism activities. Management of the Queanbeyan River is guided by the Riparian Corridor Strategy.</b></p>	

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43	<p>Some nice ambitious plans for the next 10 years. I think we should steer away from the current modern 'contemporary' architecture style as much as possible (flat roof, straight lines, smooth wall rendering, etc.). Although it's cheap to build, current architecture design will become dated very quickly, and in 15 years Queanbeyan will be back to where it is - outdated. Try to set a more classic architecture / design standard that will won't grow old as quickly.</p>	<p><b>The CBD Spatial Master Plan does not directly address build design standards as part of this Plan. However, it does recommend introducing a Planning Design Panel system to encourage best practice design.</b></p>	
44	<p>Please do not put any street furniture, trees or any item that will obstruct the Queanbeyan RSL Eternal Flame at 251 Crawford St. QPRC did put a bench seat in front of it in the past which was removed.</p>	<p><b>There are no plans to insert a seat in front of 251 Crawford St. Place Plans for each precinct are anticipated to be developed which will provide guidance on the theming of laneways, amenity and aesthetics.</b></p>	
45	<p>In the plan, I would like you to please dedicate a venue for senior citizens, one that is not dependent on negotiating with developers. Senior citizens had their own dedicated venue with a reasonably modern kitchen until it was demolished as part of the redevelopment for the new council chambers site. I believe Council charged the Senior Citizens a small amount for electricity etc. The venue was open to seniors for a number of activities including card and board games, indoor bowls and a weekly lunch provided be Meals on Wheels from the existing kitchen. Currently senior citizens are being accommodated in the Salvation Army Church in Morisset Street and I believe the Council are funding this by way of a monthly donation to the Salvation Army. The weekly lunch venue is elsewhere as the Salvation Army kitchen is not adequate for Meals on Wheels. This is problematic in moving elderly people from one venue to the other to enjoy a meal and other activities. All I ask is that you give consideration to a group of people that have been part of this community for most or all of their lives. A good deal of them are not computer literate nor use mobile phones, so their voice or comments might not be heard. I am not asking for anything other than</p>	<p><b>Identifying an exact location for the senior citizens or any other community group is not included in the scope of the CBD Spatial Master Plan. QPRC is exploring various options to accommodate senior citizens including working with an Aged Care provider to include facilities in the CBD</b></p>	



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	what they previously had ie a venue to call their own.		
46	<p>Queanbeyan CBD Spatial Master Plan                      Thank you for the opportunity to comment.                      I appreciate the effort you are putting into revitalising our city centre. I understand that we must do something to improve the look and feel of our city and attract investment.                      Overall I agree with the direction of the effort underway. However there are a few issues I would like Council to consider</p> <ol style="list-style-type: none"> <li>1. Concerns with the strategy</li> <li>2. Attracting people to Queanbeyan</li> </ol> <p>1. Concerns with the Strategy</p> <p>A. The Queanbeyan CBD spatial master plan proposes adding more retail capacity to the Queanbeyan CBD                      Existing retail outlets already face a number of challenges, including</p> <ul style="list-style-type: none"> <li>• the existing Canberra Outlet Centre and the Madura Park Shopping Centre within about 6 and 15 kilometres respectively from Queanbeyan</li> <li>• established and recently upgraded retail and eating facilities in Kingston and Manuka</li> <li>• significant existing vacant commercial space along Monaro St in Queanbeyan which has been vacant for a number of years. The recent departure of Target as a retail outlet may further exacerbates this situation.</li> <li>• the recent growth in retail 'on line' spending</li> </ul> <p>The Queanbeyan spatial master plan proposes adding more retail capability to this environment. I think this a high risk proposition, which could result in placing more pressure on existing businesses and potentially an increase in vacant retail space in the CBD                      With this in mind I request, that Council</p> <ul style="list-style-type: none"> <li>• thinks carefully about the type of retail outlet it wants to attract, and take active steps to encourage this type of business. Retail in Queanbeyan needs to be unique and financially viable. Council needs to be smart in how it encourages and approaches this issue.</li> <li>• provides support (financial if possible) to existing business, who are not included in the existing strategy. A renew and reinvigoration of their surrounds may be double edged. It may encourage more clientele, but on the other hand it may involve more expenditure in upgrading the look and feel of their existing business.</li> </ul>	<p><b>This submission makes many well thought out suggestions however most are out of scope of the CBD Spatial Master Plan.</b></p> <p><b>The CBD Spatial Master Plan provides a design strategy that would provide the best chance for retail to succeed. A good variety and quantity of retail and service based businesses are essential for the good health of the town centre – to attract shoppers, businesses and further investment in the CBD. The private sector including property owners and businesses ultimately provide the best commercial influence in attracting businesses and shoppers to the town centre.</b></p> <p><b>The CBD Spatial Master Plan does not directly address incentives in the scope but this will be forthcoming for consideration.</b></p> <p><b>Increased residents and workers in the CBD are desirable to contribute to the increased vitality of commercial sector and improved social economy.</b></p>	

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	<ul style="list-style-type: none"> <li>• leverages rate payment to enable increase rates for those who maintain vacant retail premises for long periods. Alternatively QPRC seeks ways to rewards existing business in terms of rate payments, and does not offer that reward to those who maintain vacant retail space for long periods</li> <li>• incentivise existing businesses by holding rates at current levels for existing active businesses over the duration of the strategy.</li> </ul> <p>B. The Queanbeyan CBD spatial master plan proposes adding additional residential apartments to the Queanbeyan CBD            It would appear that there are a number of challenges in relation to apartment blocks in Queanbeyan and NSW.</p> <ul style="list-style-type: none"> <li>• realestate.com.au indicates that compared to other parts of NSW Queanbeyan is a low demand market</li> <li>• two of the existing high rise residential apartment blocks seem to be successful and occupied. Nevertheless there is a vacant block on Crawford Street, which I understand was earmarked for residential development that has remained so for some time.</li> <li>• recent media have reported on the glut of apartments in Sydney and the poor implementation and governance on the existing building codes. The Queanbeyan Spatial plan (particularly Block Plan F) identifies possible new residential developments in Queanbeyan. Given the circumstances outlined above - we need to manage the risk that Queanbeyan may end up with a glut of residential apartments on the market, some of which could be low quality. This would further exacerbate the issues we are currently facing. With this in mind I request that Council</li> <li>• takes proactive steps to attract people to live in or come to visit Queanbeyan.</li> <li>• takes a proactive lead in NSW with regard to ensuring building standards are met for all new developments</li> <li>• consider ways to encourage and incentivise residential developments which are fully developed and/or penalise those which remain vacant or where development has not progressed after a reasonable time period.</li> </ul> <p>C. The Queanbeyan CBD spatial master plan references changes to car parking in the Queanbeyan CBD.</p> <p>This includes the construction and upgrading of additional secure parking. Achieving a reduction in parking demand could be achieved in a number of ways – for example rewarding those who pay their rates on time and in full</p>	<p><b>The CBD Spatial Master Plan does not directly address build design standards as part of this Plan. However, it does recommend introducing a Planning Design Panel system and /or an exemplar design program to encourage best practice design.</b></p> <p><b>QPRC staff are always striving to ensure good governance is followed and at all times follow Local Government and legislative requirements.</b></p> <p><b>Staff will be developing benchmarks to measure placemaking performance and economic indicators such as shop vacancy, business establishment are already measured.</b></p>	

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	<p>by providing free bus transport within a specified distance of the CBD. Payment could be made to the existing bus provider to provide this service.</p> <p>D. Governance of the Queanbeyan CBD spatial master plan            Given the nature and size of the Queanbeyan CBD spatial master plan good governance is essential. I request that QPRC place close attention to the following:</p> <ul style="list-style-type: none"> <li>• assurance for the program of work to be undertaken: If not already completed, a critical path analysis of the proposed activities need to be developed and closely monitored. The impact of potential delay in one project needs to be clearly understood in terms of its impact on other projects.</li> <li>• The success factors for the program of work: At the end of the day how will we know that the Queanbeyan CBD spatial master plan has been successful? Is Queanbeyan now a better place for residents and businesses?</li> <li>• Probity for those involved in the decision making for the program of work: The QPRC needs to be confident that decisions in relation to this program of work are transparent and accountable. Potential and actual conflicts of interest need to be recognised and avoided.</li> </ul> <p>2. Attracting people to live in Queanbeyan            Attracting and retaining residents to our city is critical to the success of the plan. The question we need to consider is how do we make Queanbeyan more attractive to existing and future residents? Here are some suggestions:</p> <p>A. Provide clean energy options:</p> <p>i. Wood heaters            The QPRC website currently suggests that 'When used correctly, modern low emission wood heaters fuelled by sustainably managed fuel sources are very low emitters of particulates and other substances. It is in the interest of the community to help reduce the amount of emissions from wood heaters'. Some suggestions for QPRC to consider</p> <ul style="list-style-type: none"> <li>• provide discounts on rate payment for the replacement of old wood</li> </ul>		

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	<p>heaters with an energy efficient alternatives?</p> <ul style="list-style-type: none"> <li>• provide sustainably managed fuel sources to residents at a discount rate</li> <li>• issue smoke abatement notices to direct residents to prevent excessive emissions of wood smoke</li> <li>• request NSW Government to provide air quality monitoring in Queanbeyan. Given our unique climate relative to other monitoring sites in NSW – this monitoring would be beneficial in provide evidence of the levels of harmful air pollutants in Queanbeyan – and particularly so in winter</li> </ul> <p>ii. Solar energy options          I appreciate this is a State Level responsibility, but has QPRC considered what they can do to attract use of renewable energy?</p> <p>B. Provide Quality Education          To attract young families to Queanbeyan we need high quality education. According to the good school's website all but one school in Queanbeyan/ Jerrabomberra are returning below average NAPLAN scores.</p> <p>What can council do to support these schools returning better results? I appreciate that Education is a federal responsibility. However could we not offer some incentives for quality educators to work in our region? For example a 50% reduction in rates for the first 12 months?</p> <p>C. Provide Quality infrastructure          The changes proposed by Council are aimed at attracting more people to live, work and use Queanbeyan facilities. It is likely that the increased population and denser accommodation options in the plan will put more pressure on existing facilities and require quality new facilities.</p> <p>The new Movie Theatres currently under development is a great example of one way to address this issue. However existing facilities also need attention. Recreational facilities need to be well maintained and expanded where appropriate. For example currently at times the Queanbeyan pool is at full capacity. During the colder months the only pool available is a 6 lane 25m indoor pool.          I suggest that council consider upgrading the Queanbeyan Pool and Aquatic Centre in Crawford St. A 50m indoor pool would provide access to water activity for more people for more of the year. In line with the clean energy in</p>		

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	Queanbeyan, this could also provide an opportunity for the whole facility to be powered through clean (solar) energy via solar panels and battery storage.		
47	Please ensure that developers building any new residential apartments in and around the new cultural precinct must use double glazing on their windows to block out noise from live music and stop noise complaints from wrecking the cultural events that are supposed to be the focus of this precinct.	<b>Where building design cannot mitigate acoustic impacts, soundproofing is provided in accordance with BCA standards and may include double glazing and insulation</b>	<b>Consider appropriate sound controls for new development in appropriate CBD localities in the Development Control Plan (DCP) forthcoming review</b>
48	<p>There seems to be a lot of high rise type buildings, which sort of takes away from the country feel - surely there is enough space to not need high-rises higher than the 2-3 stories across most ion the city - the current high-rise apartment blocks look terrible.</p> <p>The quant feel of Rutledge street and Crawford street near where it meets Rutledge street outside the old fire station - should be preserved as this is one of the already lovely spots - and instead focus on the ugly spots. The Rutledge street trees should remain too - i know the leaves are a pain after autumn, but it is just so beautiful most of the rest of the year. Where will cars go when you reduce the Monaro Hwy to 1 lane and what looks like shared car and pedestrian on Crawford street. Finally what is happening at other 'gateways' to the city – I am specifically thinking Queanbeyan east - the current landscaping of the road doesn't look like and improvement yet and NO PEDESTRIAN CROSSINGS is a huge issue and needs to be fixed ASAP - why can't RMS see the value in a safe crossing for the people of Queanbeyan east to be able to commute to the CDB, recreation facilities and schools, especially as many cars will likely dump onto that area with the change of the vehicle availability on Monaro street and the opening of the EDE</p>	<p><b>The CBD Spatial Master Plan is not proposing increasing height limits in the CBD.</b></p> <p><b>The Old Fire Station and Dutton's cottage are heritage listed and will be preserved.</b></p> <p><b>There are no current plans to remove the trees on Rutledge St.</b></p> <p><b>The Ellerton Drive Extension will provide a secondary option for cars to commute through Queanbeyan. Monaro Street is a State controlled road through RMS. Any final changes to be made to Monaro Street are subject to more traffic modelling currently underway. East Queanbeyan is outside the scope of this Spatial Master Plan</b></p>	
49	'Gender on the tender' - please seek out planning and construction	<b>Gender equality through</b>	

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	<p>companies that are diverse and inclusive.</p> <p>Please use this as an opportunity to advance the interests of women in our community and our region. To promote and encourage Tradeswomen and women in construction. To encourage all of our minority groups. Could the Community Choice Team closely monitor these factors and build it into our council's greater community development strategy for the region.</p>	<p><b>procurement is outside the scope of the CBD Spatial Master Plan</b></p>	
50	<p>Generally I like the Master Plan. I think opening up the town centre to more access to the river is very important.</p> <p>Increasing the tree plantings and having more parklets will make Queanbeyan a really pleasant place to be.</p> <p>Please limit the height of buildings to 5 - 6 storeys. Not 8 and above. The taller buildings just create deep shadows and wind tunnel nightmares in winter.</p> <p>I am disturbed by the destruction of the median on Monaro Street being reduced in size. I see bigger trees will replace the existing ones but surely those beautiful existing trees could be saved? At least some of them? They were the start of making Queanbeyan a pleasant place, it is tragic to lose them. And then, will all the Crepe Myrtles be destroyed too?</p> <p>Do encourage the Riverside Plaza to open up an entrance on the western side! It is so frustrating to have to walk all the way around to the existing entrances, when coming from Crawford St.</p> <p>Slightly beyond the Master Plan, please don't make the riverside path from Kathleen Street and further south into a big concrete path. Leave it in the more natural state that it currently has, so we can at least pretend we have access to a bit of wilderness in the suburbs.</p>	<p><b>The Spatial Master Plan is not proposing increasing height limits in the CBD. Monaro Street is a State controlled road through RMS. Any final changes to be made to Monaro Street are subject to more traffic modelling currently underway. Any changes to the median will be carefully considered in relation to pedestrian and car safety.</b></p> <p><b>Pictures shown in the Plan are concepts only and detailed street scaping plans will be developed with each project including maintaining existing trees where possible.</b></p> <p><b>QPRC has actively and regularly encouraged Riverside Plaza to open up on the eastern and western sides and provide shop frontages onto Monaro St.</b></p>	
51	<p>I find it interesting that on the North side of Rutledge street which has many old buildings adjacent to a Heritage Conservation area and other Heritage listed buildings. That these building are able to be knocked down and developed on. I think that this will alter the whole feel of the area and unless</p>	<p><b>Where building design cannot mitigate acoustic impacts, soundproofing is provided in accordance with</b></p>	<p><b>Consider sound controls in the Development Control Plan (DCP) forthcoming review</b></p>

Submitter:	Submission:	Council response	Recommendation
	<p>done well it could be bad. All the Windows should be at least double glazed if residents are allowed to live so close to the Heart of Queanbeyan - zoned as the Cultural area. Originally this part of town was zoned for a nightlife arts and cultural precinct so you would want these developments to be compatible then high standards need to be set for quality development. I am in favour of the proposed town square being in front of the New Council building on Crawford Street to slow the traffic down and to make this whole area more pedestrian friendly. I am keen to know how it works for all the extra car-parking needed for the New smart hub and how many levels of car-parking the new residential (serviced apartments) the developments will require. Another note that the property on I136 Rutledge Street) is actually longer than indicated in your plan. It spans across 4 of the properties on Crawford street - not 3.</p>	<p><b>BCA standards and may include double glazing and insulation</b></p> <p><b>The address I136 Rutledge St is assumed to be the number 136. However this does not exist on Rutledge St. Number 36 does exist but the boundary shown in the Master Plan is correct. The boundary on 18 Rutledge St does need to be corrected as identified in submission 40</b></p> <p><b>Car parking in total will be increased in the CBD and developments will be required to meet car parking standards as part of any DA assessment.</b></p>	
52	<p>Thoughts on Queanbeyan CBD Spatial Master Plan</p> <p>The plan creates an appealing vision for the Queanbeyan CBD and the plan appears to do a fair job of identifying the many challenges to creating a vibrant people-centred place where people want to spend time, rather than just a place to drive through. Unfortunately, I'm not convinced the implementation plan will get us to that vision.</p> <p>The end state envisaged in the plans involves almost a full transformation of the CBD, which appears ambitious, and likely even unrealistic, given there are many challenges to success. While I recognise council is limited in its ability to influence the private sector, the plan appears to place too much reliance on a 'build decked car parks and they will come' strategy. The priority appears to be increasing CBD car parking in the hope this will attract more shoppers. While I acknowledge there can be some issues accessing a convenient car park in peak times and even during ordinary week days, the amount of additional parking proposed does not appear warranted.</p>	<p><b>The CBD Spatial Master Plan indicates an increase in parking overall by providing decked parking. This then creates opportunities to redevelop and repurpose existing grade car parks into new public realm and potential commercial and residential use to attract more workers and residents into the CBD.</b></p> <p><b>The proposed Morisset car park does include new public square and amenity adjacent to the carpark.</b></p>	

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	<p>A significant part of the current parking problem is the lack of walkability of the CBD which means everyone wants to park close to their destination. While the plan recognises the walkability issue, it does not prioritise fixing it. There is not currently a sufficient retail offer in the CBD to justify increasing car parking to the degree envisaged and increased parking is not likely to do much to change that. Hence, it does not appear to be a good use of scarce resources to commit to the full program of car park building in the near term. Rather an evaluation should be made of the effect and demand after each is built, with the Morisset Car Park one of the last, given its central location makes it potentially a greater asset as, say, a piazza-style open space suitable for a range of events. As a compromise, the proposed area devoted to apartments and decked car parking should be halved. If more apartments are desired, I suggest encouraging redevelopment of the Homebase building as a mixed-use development with street-level retail and apartments above, similar to developments in Lonsdale St in the ACT. Building on virtually every bit of open space would likely make the CBD a less appealing place to be, as it will become too closed in and feel unsafe. A larger square than that proposed, complete with a fountain or similar point of interest - perhaps a light-based sculpture in recognition of the night life ambition – is likely to better fit with the ambition for a night life precinct and active laneways. An open, well-lit area is likely to feel safer than a highly built up area. In addition, placing apartments immediately next to an entertainment area appears to be a recipe for noise complaints and the curbing of the night life vision.</p> <p>At the same time, more priority should be given to making the CBD more attractive and appealing to walk around and spend time in, albeit this will be very challenging due to the extent of change needed and the spread out character of the CBD. A younger and higher income resident base will be needed to support the desired cafes, restaurants and other retail, and they are more likely to be attracted active, walkable streets than by car parks.</p> <p>A start could be made by lowering speed limits in the central Crawford St lifestyle precinct and the Morisset St retail core as a priority to promote the desired characteristics for these areas and should be done much sooner than appears to be proposed. It is difficult to see why it should not be done in the next year or two. At the same time interesting features could be included in, for instance, Crawford St to make people want to visit the street. These could be interactive art works or even something as simple as unique-design bench seating that encourages people to sit, perhaps take</p>	<p><b>A 40km zone is proposed for the whole CBD.</b></p> <p><b>QPRC currently commits resources to activate the streets in the CBD and works hard to collaborate and encourage businesses to participate. Businesses and property owners play a critical role and have the most opportunity to influence the activation of spaces around their property/business which would also contribute to attracting people to the CBD.</b></p> <p><b>QPRC has actively and regularly encouraged Riverside Plaza to open up on the eastern and western sides and provide shop frontages onto Monaro St.</b></p> <p><b>Staged works including Monaro St upgrades will be implemented according to available resources and available funding including State and Federal grant funding. It is not anticipated that any upgrades to Monaro St would begin until Ellerton Drive Extension is complete.</b></p> <p><b>The ‘possible’ developments shown on Block Plan E are all on private land and as such will require private</b></p>	



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	<p>photos, and gives somewhere to eat takeaway food they have bought. Get people in the street however you can to make it more vibrant. Private sector development is more likely to follow once people are there. Look for some quick and relatively cheap wins.</p> <p>Linking Riverside Plaza to the Crawford St lifestyle precinct is also desperately needed to improve pedestrian access between these areas, to enhance movement across the CBD and to make the area livelier. Hence, I also very much support beautifying and activating the connecting laneways.</p> <p>Monaro St changes should be a later stage than proposed, as I'm not convinced that a clearway is the answer to better managing parking and through traffic. A clearway is likely to maintain high traffic speeds and eliminates the possibility of legally stopping for quick use of a business along the street. In addition, policing will be needed to ensure people do not try to stop illegally during clearway hours. Waiting to see the effect of other developments, including the Ellerton Drive bypass, would be wise, as investing too much in Monaro St in the near term is likely to be futile. I don't see traffic being reduced sufficiently that it will be an appealing place for street dining.</p> <p>In any case, the retail heart of the CBD has moved north of Monaro St and appears to be centred around Morisset St. Recognising this and capitalising on the proposed cinema, should it be built, there appears to be potential to better link the CBD to the existing medium density residential area in the area beyond Collett St, bounded by Erin and Carinya St, by bringing forward redevelopment of the car park on Collett St as proposed in Block Plan E, in particular through encouraging cafe and dining development. Encouraging walking is likely to give rise to more retail demand in the CBD though impulse purchases than encouraging driving.</p> <p>I agree with most of the detailed proposals south of Monaro St that is to say, in Block Plans A and B. The area seems well suited to increased medium-density residential development and having a cultural precinct focus. However, I do suggest considering bike lanes along Crawford St up to Monaro St as this could provide a greater linkage for Queanbeyan East residents near the golf course who could use the river footbridge to access the CBD by bike without needing to cross Bungendore Rd.</p> <p>For the CBD to be an appealing place to spend time in and live, it will be</p>	<p><b>sector initiation and commitment.</b></p> <p><b>A Place Plan is currently being developed for the CBD to deliver a guideline on new and existing public space look and feel, theme, function, purpose and amenity.</b></p> <p><b>At this stage, no changes are planned to Crawford St North lane alignment (Morisset St to Antill St).</b></p> <p><b>Incorporating cycling into the CBD is a desired objective of the Integrated Transport Strategy.</b></p>	

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	<p>important that the proposed open public spaces are delivered and well-executed. Some additional pocket parks might also be worthwhile near some of the proposed apartment buildings to cater for child residents and because green space tends to make people happier. In addition, some existing parks would benefit from improvement to cater for any additional CBD residents. There should be a variety of spaces and they should be geographically spread across the whole area.</p> <p>If the section of Crawford St included in Block Plan E is to be made more active, as appears to be proposed, consideration should be given to reducing the number of traffic lanes. Crawford St is not really that busy that it needs to be four lanes wide and narrower streets are generally found to slow traffic and be more appealing for pedestrians. It would also appear to complement the narrowing of Morisset St.</p> <p>I would personally like to see the proposed cycling infrastructure developed as a priority, but I recognise that demand beyond me will remain limited in the near term, so this is unlikely. However, I would like highest priority to be given to the Morisset St separated lanes.</p>		
53	<p>Queanbeyan CBD Spatial Master Plan Submission          With much increased demand for parking if this CBD master plan is approved, the public will find it even more difficult to park in the CBD, even if Morisset car parking capacity is increased.          The present former large government building near the Showground, seems to be lacking sufficient car parking and cars seem to already overflow into neighbourhood areas such as the bowling club, tennis club and nearby suburban streets, with the council considering possibly tarring some showground areas to accommodate parking for this building.          This then suggests that with greatly increased residential CBD population, yet more pressure will be placed on Queanbeyan Showground as a parking solution to CBD parking problems.          Surely the Showground should not become council's default CBD parking solution?          Many people like living in an area that is not dominated by large CBD buildings and by radically changing the CBD of Queanbeyan, where pedestrian traffic will not be as welcoming, and the essence of Queanbeyan CBD is forever changed, we will have lost the nostalgia of Queanbeyan CBD. If people wanted to live in densely populated CBD areas, they perhaps would have chosen the ACT or larger cities to live in.</p>	<p><b>The Spatial Master Plan proposes increasing short term parking in the CBD. The Spatial Master Plan or the Car Parking Strategy do not propose turning the Showgrounds into a default car park solution.</b></p> <p><b>The Spatial Master Plan emphasises the importance of creating a more pedestrian friendly town centre with many of the actions directly designed to influence this.</b></p> <p><b>The Spatial Master Plan has a staged approach in line with the long-term financial</b></p>	

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	<p>With less than 27,000 ratepayers as of February 2019, extremely large council expenditures of ratepayers' money on Queanbeyan CBD, and with large council long-term loans, how can all regional ratepayers be assured that all regional ratepayers will be receiving their fair share of ratepayer amenities in their areas? How can future regional expenditure problems be solved if council is seemingly locked into large and lengthy loan repayments?            Surely a more responsible action would be a less frenzied and long-term CBD development of Queanbeyan CBD.</p>	<p><b>plan of Council. The first Master Plan was developed 10 years ago in 2009 that led to the Crawford St renewal and the QEII Park development. The 2019 Spatial Master Plan is being developed to provide a guiding plan for the CBD Development over the next 10 years.</b></p>	
54	<p>Queanbeyan Leagues Club (QLC) would like to take the opportunity to respond to the Queanbeyan-Palerang Regional Council's (QPRC) Spatial Master Plan noting it is on public exhibition until 8 July 2019.</p> <p>The QLC owns a number of lots at the corner of Monaro and Collett Streets and is considered to be one of the largest land holders within the CBD. QLC landholdings include :            LOT 1 DP 1061199; LOT 1 DP 1172404;            LOT 3 DP 39228; LOT 1 DP 1165483; and            LOT 4 DP 39228; LOT 2 SP 16140.</p> <p>QLC has undertaken a review of both the Spatial Master Plan and Summary Report in the context of its above landholdings. From a broader perspective QLC considers the Spatial Master Plan to be a positive step and is highly supportive of the Master Plan values which seek to transform the Queanbeyan CBD into a 'contemporary city with a country heart'. QLC understands that this vision is to be implemented through the following values:</p> <ul style="list-style-type: none"> <li>• Compact, connected and caring community</li> <li>• Lively and inviting street and spaces</li> <li>• Connected to nature</li> <li>• Culturally expressive</li> <li>• Energetic economy</li> </ul> <p>As a major land holder within the CBD, QLC sees itself as being a vital part of achieving this vision and is looking forward to working collaboratively with Council to achieve this.</p>	<p><b>The level of laneway activation will be different for each laneway due to size, ownership, access, relationship to adjacent buildings etc. The Spatial Masterplan provides artist impressions and concepts only with the ultimate goal to improve the laneways that will progress the walkability and connectivity of the CBD in line with commercial opportunities.</b></p> <p><b>Shamrock Lane will remain in the Spatial Master Plan noting that the prioritisation of laneways will naturally occur with the proposed staged CBD works. Any proposed activation will be influenced by adjoining property ownership, functionality, the laneway's physical dimensions and timing of any activation to occur in unison with any redevelopment of adjacent</b></p>	<p><b>Consider the development and implementation of an Exemplar Catalyst Project process and/or a Design Review Panel to drive improved outcomes in Architectural, urban design and place making smart city capability and infrastructure, sustainable design, and place activation</b></p>

Submitter:	Submission:	Council response	Recommendation
	<p>Focusing specifically on QLC landholdings, the Club would like to query a few elements on the Spatial Master Plan. In particular, QLC would like to engage further on the following elements of the plan:</p> <ul style="list-style-type: none"> <li>• Laneway Activation</li> <li>• Proposed configuration of pedestrian corridor through Lots 3 and 4 DP39228</li> <li>• Catalyst Projects</li> <li>• Building &amp; Height Concessions</li> </ul> <p>Shamrock Lane            It is understood that one of the main sources of city activation is through enlivenment of laneways. QLC encourages activation of laneways as a means of improving the pedestrian experience and activating the CBD.</p> <p>In the Master Plan, eight laneways are identified for activation through landscaping, new paving and stimulation of retail or hospitality businesses with frontage to the laneway. The eight laneways earmarked for activation are:</p> <ol style="list-style-type: none"> <li>1. Tom Donoghoe Walk</li> <li>2. Poet's Lane</li> <li>3. CIVIC Precinct Lane</li> <li>4. Morisset Car Park Lane</li> <li>5. Shamrock Lane</li> <li>6. No Name Lane</li> <li>7. Sheedy Lane</li> <li>8. Blacksmiths Lane</li> </ol> <p>Two exemplar laneways are identified in the Master Plan; these being Poet's Lane and No Name Lane. These two laneways have undergone minor upgrades as part of implementing the 2009 CBD Master Plan which also had a strong focus on activation of CBD laneways.</p> <p>The laneway which specifically relates to QLC's landholdings is Shamrock Lane. This laneway is substantially smaller (4m wide) than the exemplar laneways which are between 5-6m wide. This means that activation of Shamrock Laneway is substantially constrained.</p> <p>Further, the two exemplar laneways have been activated through landscape</p>	<p>property.</p> <p><b>A review of the Development Control Plan (DCP) is currently underway and due for completion by mid-2020. This review will include any recommendations to change development controls that might contribute to improved development building form or stimulate appropriate development in line with the Spatial Master Plan objectives.</b></p> <p><b>Pedestrian connections are shown in various locations in Block A to reflect the 'possible' pedestrian access achievable. As this is private land, the final design of pedestrian access will be determined by any proposed development design by the owner and assessed through normal DA process. The Spatial Master Plan advocates for enhanced pedestrian access throughout all Block plans to provide mid-block access and connection to the river.</b></p>	

Submitter:	Submission:	Council response	Recommendation
	<p>plantings which would not be possible in Shamrock Lane noting the smaller width. Shamrock Lane is also located between two heritage listed buildings (item no. 1120 and 1119) which means any works to 'open or realign frontages to the laneways' as suggested in the Master Plan are largely not possible due to constraints associated with works to heritage buildings.</p> <p>QLC considers that the Council could achieve a higher level of activation if resources were focussed on 3-4 laneways instead of 8. Eight activated laneways within such a small CBD study area is considered aspirational and may dilute the desired outcome. The culture of a laneway is characterised by a high volume of people within a confined area, if too many laneways are competing with one-another or suffering from only limited shops/hospitality offerings with frontage, the laneways are unlikely to attract sufficient people to form a true laneway experience.</p> <p>By comparison, the ACT which has a population approximately 11.5 times greater than Queanbeyan, has struggled to activate laneways in and around the City and there is only one laneway which has been successfully activated, despite the larger population living and working around the CBD.</p> <p>In addition, Shamrock Lane terminates near the rear of the existing Queanbeyan Leagues Club. As a result, the laneway is further compromised by heavy vehicle traffic collecting waste or dropping off supplies to the Club which means pedestrian movements are likely to be more dangerous and undesirable in this area.</p> <p>On this basis, QLC considers that Shamrock Lane should not be included in the laneway activation initiative.</p> <p>Pedestrian Corridor Through Lots 3 and 4 DP39228</p> <p>QLC would also like to clarify the location of the proposed northern pedestrian connection to the Queanbeyan River. QLC has previously taken the opportunity to discuss this connection with the author of the Master Plan (Hames Sharley) and expressed concern about the connection running directly through Lots 3 and 4 DP39228.</p> <p>During these discussions, an alternate northern pedestrian connection was established which saw pedestrians deviated around the block (via Lot 1</p>		

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	<p>DP1061199).</p> <p>The Master Plan includes a number of diagrams showing pedestrian connections but there does not appear to be a consistent route. For example, diagrams on pages 62, 64 show the pedestrian connection going through Lots 3 and 4 DP39228 and diagrams on 71, 73, 76, 79 and 80 show the pedestrian connection deviating around QLC land holdings. Whilst diagrams on pages 74, 75 and 78 show both connections.</p> <p>The deviated connection is preferred as Lots 3 and 4 DP39228 are privately owned land and a requirement to establish a pedestrian connection through the site would impede redevelopment potential and impinges on QLC land rights.</p> <p>Exemplar Catalyst Project</p> <p>There is reference on page 100 of the Master Plan to establishment of an 'Exemplar Catalyst Project (ECP)' that can attract development assessment concessions (height, setbacks, etc.) subject to satisfying, the advice of the CBD Design Review Panel (DRP), specific criteria and conditions covering exemplary outcomes in:</p> <ul style="list-style-type: none"> <li>• Architectural, urban design and place making</li> <li>• 'SMART CITY' capability and infrastructure</li> <li>• Sustainable design</li> <li>• Mixed-use development</li> <li>• Place activation</li> </ul> <p>As the largest land holder in the Queanbeyan CBD, with holdings at a prime corner location fronting the river, QLC considers itself best placed to act a catalyst Proponent. Potential concessions (as per the Master Plan) may include:</p> <ul style="list-style-type: none"> <li>• Permission to exceed height limitations</li> <li>• Reductions to setbacks               <ul style="list-style-type: none"> <li>o Up to 70% reduction for street frontages</li> <li>o Up to 50% reduction for side and rear setbacks</li> </ul> </li> </ul> <p>QLC has undertaken block and stacking assessments in relation to its landholdings taking into consideration existing setback and height</p>		

9.18 Queanbeyan CBD Spatial Master Plan  
 Attachment 1 - Queanbeyan CBD Spatial Master Plan - Community Engagement Report (Continued)

Submitter:	Submission:	Council response	Recommendation
	<p>restrictions and notes that the setbacks and plot ratios prescribed in the DCP are quite restrictive and unlikely to yield a development in-line with the maximum heights for the CBD. A copy of these block and stacking assessments was provided to QPRC as part of a previous submission in relation to the 2017 QCBD Transformation Strategy. A concession in line with the above noted would allow a better quality and higher density design which would be well suited to the Gateway location.</p> <p>QLC also sees the catalyst project as a way to build on QPRC Master Plan initiatives including the River Walk, proposed pontoon and SMART City initiatives as well as a way to implement other vision items from the Queanbeyan CBD Spatial Master Plan document through (for example) creation of a marker building, inclusion of smart parking systems and improved pedestrian connectivity.</p> <p>Noting the prominent location, size of QLC's landholdings, outcome of QLC's previous blocking and stacking study, and the Club's willingness to contribute to activation of the Master Plan, QLC seeks confirmation from the Council that concessions for a catalytic marker buildings at Lot 1 DP 1061199 and Lots 3 and 4 DP 39228 will be granted to the Club as part of any future redevelopment proposal.</p> <p>QLC would also like confirmation that these concessions will be implemented into the DCP to ensure future redevelopment of Lot 1 DP 1061199 and Lots 3 and 4 DP 39228 reach full potential.</p> <p>QLC understand that in order to achieve these concessions, any future redevelopment would need to meet the development objectives of the Master Plan.</p> <p>Conclusion</p> <p>In conclusion, as the largest land holder in the Queanbeyan CBD, QLC welcomes the visions and initiatives prescribed in the Master Plan report and commends the Council's efforts to develop an innovative city with a country heart.</p> <p>With QLC landholdings in mind, the Club has undertaken a review of the Spatial Master Plan and Summary Report and would like to see the Council review the amount of laneways proposed for activation noting that a focus</p>		

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	<p>on too many laneways is unlikely to yield the cultural result that QPRC is seeking.</p> <p>Further, QLC requests clarification on the proposed pedestrian connection through or around Lots 3 and 4 DP39228 as the location of the pedestrian connection has direct impact on the viability and flexibility of future development plans for these sites.</p> <p>Lastly, QLC would like to discuss opportunities for collaboration with the Council to achieve the vision and initiatives of the Master Plan through confirmation that any future developments at Lot 1 DP 1061199 and Lots 3 and 4 DP 39228 will be recognised as 'Catalyst Projects' and obtain building concessions. QLC understands that in order to qualify as a Catalyst Project, certain exemplary development standards are required to be met. Further, QLC would also like confirmation that additional building heights and reduced setbacks for development at Lot 1 DP 1061199 and Lots 3 and 4 DP 39228 will be included as part of a revised DCP for the area.</p> <p>If clarification is required in relation to the above, please do not hesitate to contact QLC for discussion.</p>		
55	<p>The stated goals and strategies are all appropriate and we certainly agree. However, the path to delivering on the goals needs more development as does recognition and consideration of the impediments. These considerations are not "fine grain" detail. But the actual road and area design in the document is not sufficiently considered to enable:</p> <ol style="list-style-type: none"> <li>1. the fine grain to be effectively developed; and</li> <li>2. property owners to take their role in delivery of the plan.</li> </ol> <p>In fact when you stand back and look at the entire plan the only real suggested changes are:</p> <ol style="list-style-type: none"> <li>1. Consolidate car parking in Block D.</li> </ol>	<p><b>Consolidating parking in Block D is a possibility depending on the final design and scope of the proposed decked carpark.</b></p> <p><b>Solar access into proposed reinvigorated areas will be addressed in planning design.</b></p> <p><b>Beautification will be part of any Block development and QPRC will seek collaboration with the developer to include beautification of public realm as part of their plan. A</b></p>	<p><b>Consider conducting an economic review of:</b>  <b>-the current effect of current</b></p>



Submitter:	Submission:	Council response	Recommendation
	<p>2. Buildings in Rutledge St.</p> <p>3. Buildings adjacent to QLC</p> <p>4. Work around the river front.</p> <p>5. An extensive beatification program</p> <p>6. Consider changes to setbacks – see below. The result is that I think for the whole of the CBD:</p> <ul style="list-style-type: none"> <li>• Nil side setbacks under 5 floors</li> <li>• 1.5m side setbacks above 4 floors</li> <li>• Nil front and rear setback under 5 floors</li> <li>• 2m front setback over 4 floors</li> <li>• 6m rear setback over 4 floors.</li> </ul> <p>Such a plan must be honest with the issues. I don't think this has been done with an objective eye. Issues that must be factored into the plan are:</p> <p>1. The lack of direct sunlight in many of the proposed areas to be reinvigorated (laneways and street frontages) is a serious issue.</p> <p>2. Cars remain on Monaro St as a major egress road. This limits any development of Monaro St; as does the fact that the north side of Monaro Street never gets any sun.</p> <p>3. There are not specific areas for activity that will regularly draw people (except Sheedy Laneway). For example the food retail area adjacent to the new Morisset carpark has disappeared.</p> <p>4. There are a number of (dead zones) as indicted in the mark ups. These area will not activate due to the type of buildings and the tenancies. This must be recognised.</p> <p>5. The flood zones must be recognised and residential cannot be included in such areas</p> <p>6. The large blocks are not user friendly. They are too big and there is</p>	<p><b>Place Plan is being prepared for the CBD that will detail the theme, look and feel of the public space in the CBD.</b></p> <p><b>Suggested changes to setback can be submitted as part of the DCP review.</b></p> <p><b>Monaro St traffic will be eased due to the opening of Ellerton Drive Extension and traffic slowed in Monaro St.</b></p> <p><b>New public areas are proposed but will also rely on activation and integration of commercial activity.</b></p> <p><b>Many of the identified dead areas are adjacent to or part of privately owned property that Council does not own. Activation will require investment and collaboration with the private sector.</b></p> <p><b>Flood zoning is currently being investigated. Changes to the Master Plan can follow if required.</b></p> <p><b>The office space is only proposed and will follow normal supply/demand analysis in any development decision. QPRC is advocating for more government workers to be</b></p>	

Submitter:	Submission:	Council response	Recommendation
	<p>no through roads to break the blocks or activation to regularly draw people into these new roads.</p> <p>7. Can the market support the substantial office space?</p> <p>8. Without substantial people (residential) can the city realistically be activated in the way desired?</p> <p>Certain key elements for a successful delivery of projects that have been consistently reinforced to us over the last few years are:</p> <p>1. Every property must have a street address.</p> <p>2. People do not park and walk far.</p> <p>3. The current structure of the mid-block car parks impairs human activity. They are too large area with long walks to get to retail or other offering.</p> <p>4. 200m city blocks are too large for human scale. These need to be broken down into human sized areas.</p> <p>5. There needs to be a point of interest every 50m to draw people along a journey. Else they just do not walk the journey. They drive to a supercentre or Kingston foreshore/Braddon/Airport.</p> <p>6. No one drives into an area unless they can also see a way out. Although people familiar with the CBD know where to go. For casual visitation it is very easy to get confused or not be able to work out how to park near your destination. We are super aware of this with our businesses where the car parking and short walks are essential for success. Hence the large blocks need to have a straight through egress to Crawford St.</p> <p>7. Retail offering is really the supermarkets and the mall. Colocation of offerings is important for visitation. Hence retail areas must be clearly identified.</p> <p>8. Winter is long in Queanbeyan (ala Game of Thrones) and although we all like the idea of sitting outside; for much of the year (May to November) this is not possible. It is possible on sunny days provided the location actually gets winter sun (we have extensive experience of this with hotels). Outdoor dining is not suitable for large parts of Queanbeyan including the proposed outdoor laneways and the north side of Monaro Street.</p> <p>9. Co-location is critical to bring retail or F&amp;B customers to an area. The</p>	<p><b>located in Queanbeyan and the private sector will also play a role in attracting office tenants.</b></p> <p><b>The Plan advocates for increased break up of blocks with pedestrian access, shared zones and roads. Further changes can be explored as each block is developed.</b></p> <p><b>Setbacks could be reviewed as part of CBD DCP review in 2019/20 particularly in their direct relationship to available GFA and economic feasibility/viability of development causing a direct cause and effect impact on the CBD renewal objectives.</b></p> <p><b>Many of the lots are between 15m and 25m wide. Any side setbacks beyond 1.5m mean that these lots will never be built above the level prescribed for zero setbacks. A 6m side setback means no building in the CBD will be higher than 3 floors.</b></p> <p><b>10.An economic study should</b></p> <p><b>Include this submission on setbacks to the DCP review process for consideration</b></p>	

Submitter:	Submission:	Council response	Recommendation
	<p>retail offering in mall and strip shops is so spread-out that there is not the desired density of co-location to bring retail customers to a particular area.</p> <p>10. The mix of services and retail prevents the required retail density of offerings.</p> <p>What this means</p> <p>1. Clearways are effective. In Sydney the clear ways facilitate street parking out of peak hour not additional retail and street activity. Hence Monaro St remains as a major thoroughfare through the town that has day time parking.</p> <p>2. We need to consider the effect of “dead zones” and what it means for the plan.</p> <p>3. Need to identify small areas where retail or collocated activity can happen (for example food retail in the new Morisset St Carpark.</p> <p>4. Putting roads through the carpark blocks combined with new buildings can focus on retail or F&amp;B and key intersections where the setbacks allow sun and good visibility.</p> <p>5. The area around the new car park should have major changes to activate the immediate area. People do not walk far</p> <p>6. The city has very wide streets and no development to the front or rear if many buildings. Hence natural light is not an issue. Therefore setbacks are not a real issue except for aesthetics which is highly subjective.</p> <p>7. The State Government building is 4 floors and a height in the order of 15m plus roof plant. This is very acceptable.</p> <p>8. The apartment SEPP65 rules place effective limits on buildings through the requirement for natural light of 3 x hours between 9am and 3pm in winter.</p> <p>9. Many of the lots are between 15m and 25m wide. Any side setbacks beyond 1.5m mean that these lots will never be built above the level prescribed for zero setbacks. A 6m side setback means no building in the CBD will be higher than 3 floors.</p> <p>10. An economic study should be done to see in the context of Queanbeyan as to what GFA on a site is required having regard to land cost and construction cost to attract development. I suspect that 3 floors is not</p>		

9.18 Queanbeyan CBD Spatial Master Plan  
Attachment 1 - Queanbeyan CBD Spatial Master Plan - Community Engagement Report (Continued)

<b>Submitter:</b>	<b>Submission:</b>	<b>Council response</b>	<b>Recommendation</b>
	enough. 11. Unless there is realistic GFA and opportunity to get a material amount of residential in the CBD nothing will happen.		

## Focus Group Feedback

A small focus group comprising seven business representatives from the Queanbeyan CBD (names withheld for privacy reasons)”

### Positives for business

- Proposed green space will be more inviting for potential shoppers/clients. Wider footpaths allow easier foot traffic. Current CBD is a concrete city
- The visibility of outside dining stimulates additional demand as passers-by are drawn in
- The better crossings on Monaro St are a good thing
- Happy to see the traffic on Monaro St will be slowed and reduced as it is too loud currently
- The green corridors from the showground to the river are positive
- Laneway activation is a positive for businesses
- Significant changes on Monaro St are essential to the future success of the CBD

### Concerns about the plan

- Proposed wider footpaths will remove convenient parking, at a detriment to businesses
- The focus on retail is dated and inappropriate. The CBD should now rightly focus on professional services
- The biggest challenge is to attract retail. The focus should be on boutique shops, not typical shops found everywhere
- Convenient parking is a huge issue. The street parking time limits should be enforced by council. We should not decrease the number of on street parking
- There is “a lot of red tape and no red carpet” for business attraction
- The caravan park is important to the CBD
- A pleasant streetscape is essential
- Focus needs to shift new activity further along Monaro St (towards Lowe St)
- Incentives should be offered to landlords to address vacancy issues
- QPRC has neglected opportunities to assist new businesses
- The CBD should have a manager appointed, just like Riverside Plaza does
- QPRC should get landlords together with a property developer, for example Mirvac, to get them into the same room to start conversations
- Council, with BEC, should offer support to business in the form of training

### **What else could QPRC do?**

- Likes that the CBD is being anchored with aged care facilities
- More workers need to be attracted to the area to increase foot traffic
- QPRC should force cafes to open for regulated trading hours
- Mayor should be more visible on the street. You only see Mayor and Councillors when they're announcing something
- Parking at Riverside Plaza is hard on a weekend and it is not easy to wheel a trolley to alternate car parks (such as Collett St)
- Pedestrian connectivity is poor in the CBD, for example the unpleasant, enclosed alleyway alongside Homebase
- New buildings should have mandatory quality requirements e.g. double glazing
- Keep heritage vibe during revitalisation, such as the way Wagga Wagga has
- More residential accommodation in the CBD is needed
- The vacant block on Crawford St should be turned into temporary parking
- If QPRC can't use carrots, it should use sticks

### **What are the communications needs during the Master Plan work?**

- Email is the best way to communicate with businesses
- During Crawford St disruptions, QPRC communication were good – the emails and visits from Tracey were appreciated
- The recent electrical work was poorly communicated, with notification only from Essential Energy
- Infrastructure NSW have a good model – they don't own or operate, only facilitate
- This kind of focus group is good and should be continued, kept small and held quarterly or bi-monthly
- QPRC should have marketing budget to attract businesses and maintain a listing of vacant space available
- Master Plan is focussed on yuppies, not younger teens etc
- QPRC CEO and Councillors should do walk-arounds and visit businesses

### **Council response to survey input and recommendations**

1. Convenient on street parking will remain on Monaro St with an anticipated Clearway to be implemented that would allow parking outside peak commute times. Parking across the CBD will increase with the introduction of multi-level parking and enforcement of timed parking
2. The presence of retail diversity will aid attraction to the CBD and in turn increase the commercial health of the CBD including vacancy rates. A focus on retail does not mean decreasing other support for other sectors such as professional services.
3. A detailed Place Plan is underway to help guide the look and feel, function and purpose of the new public spaces that may be developed as part of the CBD Spatial Master Plan

4. Developing incentives that support growth within the CBD by encouraging appropriate and quality development or stimulates commercial activity will be explored and presented to council for consideration
5. Providing a CBD Manager is a valid consideration that could also form the basis of a Business Improvement District (BID) that was recommended in the Retail Growth Strategy. Ultimately, resourcing and financing this would require further investigation and consultation with the business community
6. The BEC already provides free and discounted business training across all elements of business
7. A major objective of the CBD Spatial Master Plan and the CBD Transformation Strategy is to attract more workers to the CBD and thereby increase foot traffic and expenditure
8. QPRC does not have legal authority to enforce trading hours
9. Improving pedestrian connectivity is a priority of the CBD Spatial Master Plan and the CBD Transformation Strategy. The CBD Place Plan will also provide guidance on the amenity in public spaces to improve the pedestrian experience
10. Current Heritage buildings will remain
11. Increasing residential density in the CBD is a priority of the CBD Spatial Master Plan and the CBD Transformation Strategy
12. The vacant block on Crawford St is privately owned and recent enquires with the owner about potential uses did not present any opportunities. QPRC will continue to enquire about any opportunities.
13. The CBD Focus Group forum has continued and is meeting bi-monthly





# QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

27 NOVEMBER 2019

ITEM 9.20 ANNUAL REPORT 2018-19

ATTACHMENT 1 ANNUAL REPORT 2018-19



## Annual Report 2018-19

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Braidwood Office – 144 Wallace St

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E: [council@qprc.nsw.gov.au](mailto:council@qprc.nsw.gov.au)  
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Construction of the Ellerton Drive extension in Queanbeyan made significant progress during 2018-19.

## Annual Report 2018-19

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### Message from the Mayor and CEO

Welcome to Queanbeyan-Palerang Regional Council's Annual Report for the 2018-19 financial year. The year saw many outstanding achievements for QPRC and the community, while we continue to build the new organisation.

During the financial year, we acknowledged the third anniversary since the merger of Queanbeyan City and Palerang Councils. To think what the organisation has achieved since the announcement was made on that Thursday in May 2016 is incredible. We have captured the merger story and those achievements in a separate report which will be presented to Council and the community.

The 2018-19 financial year was the first year of QPRC's Delivery Program, a document which responds to the community's aspirations outlined in the Community Strategic Plan. The community satisfaction survey in September 2018 confirmed that we were heading on the right track. Some of the highlights from that survey include:

- Overall community satisfaction was rated at 3.5 (out of 5). This compared favourably to similar sized councils. 56% of respondents were satisfied or very satisfied, while only 12% were dissatisfied.
- Council's top rating services were libraries, water supply, parks and recreation, and sewerage while the most important services in the mind of the community were sealed roads, waste and recycling, and water supply.
- 92% of residents rated their quality of life as good or extremely good.

Council continued to be successful with a range of grant funding opportunities, largely relating to infrastructure renewal and upgrades. This did place pressure on the organisation with resources stretched across Council projects and projects linked to grant funding. This has seen some projects delayed, but has also seen some brought forward and made a greater priority.

Our three major road projects - Nerriga Rd, Ellerton Drive extension and Old Cooma Rd duplication - made substantial progress during the financial year and will move towards completion in 2020. Similarly, the Queanbeyan Sewage Treatment Plant upgrade has progressed towards detailed design.

Internally, the focus remained on building a new organisation. We progressed this through the development of our new OneCouncil software solution which consolidated the systems of the two former councils. This was a mammoth task which drew on resources from across the organisation. The OneCouncil solution went live on 12 June 2019 and now allows staff access to a single solution for all rating, property, development, records, asset, mapping and payroll information.

## Annual Report 2018-19

Some of the highlights of the 2018-19 financial year include:

- Progression of the Ellerton Drive extension, Nerriga Rd and Old Cooma Rd projects
- Upgrades at our sporting facilities, including new irrigation at Mick Sherd Oval, lights at the Braidwood Rec Ground (pictured), start of construction on the Mick Sherd changerooms and the progression of the High St amenities block in Queanbeyan.
- Working with the Braidwood community to finalise the design for the Ryrie Park playground upgrade and calling for tenders.
- Delivery of successful and award winning events and initiatives across the local government area, including Community Christmas Parties, Christmas in July, Symphony by the River, Shop and Win and many more.
- Launch of Council's OneCouncil system
- Exhibition of the draft Queanbeyan CBD Spatial Master Plan
- Progression of Bungendore Structure Plan, and completion of studies to enable allocation of additional water licence.
- Progression of concept designs for the Queanbeyan Civic and Cultural Precinct on the site of the former Council administration building at 257 Crawford St.
- Installation of smart city technology in the Queanbeyan CBD, including smart parking sensors, public wifi, environmental sensors and smart lighting.
- Continued progress of the Queanbeyan river path, including awarding the tender for the construction of the pedestrian bridge near the low level bridge on Morisset St.
- Construction of the Braidwood Waste Transfer Station.



Our audited Financial Statements for 2018-19 show that Council is performing well against the financial benchmarks set by the NSW Government. And it's important to recognise and thank our staff for their commitment to continue to deliver high quality services and assets for the community.



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



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



## Annual Report 2018-19

### Queanbeyan-Palerang – who are we?

Queanbeyan-Palerang is located in south-eastern NSW and lies adjacent to the Australian Capital Territory (ACT). The local government area stretches to the bottom of the Clyde Mountain in the east, the Shoalhaven River in the north-east, Collector in the north and borders Snowy Monaro Regional Council in the south. The Council came about after a merger in 2016 of the former Queanbeyan City and Palerang councils. QPRC's population for 2018 was 59,959 and is expected to grow to around 79,000 by 2036.

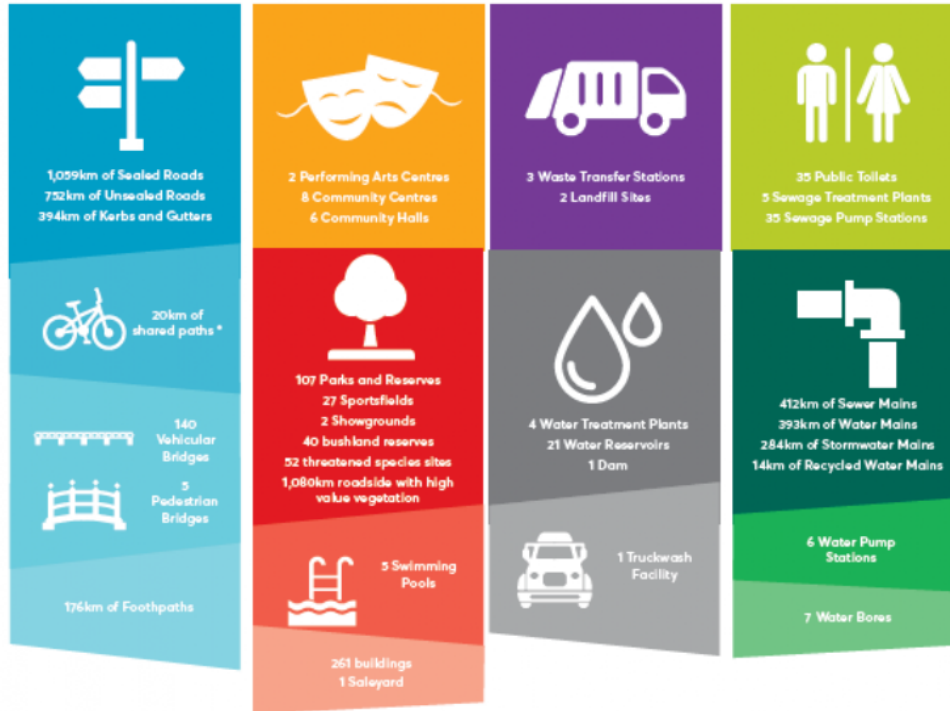




## Annual Report 2018-19

### QPRC Assets

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



## Annual Report 2018-19

### Your elected representatives

Elections for all merged councils were held in September 2017. The Queanbeyan-Palerang community elected 11 councillors. At an Extraordinary Meeting on 20 September 2017, councillors elected Cr Tim Overall as Mayor for a two-year term. The election of Deputy Mayor occurs every 12 months, with Cr Mark Schweikert elected to the position in September 2018, replacing Cr Trevor Hicks.



Cr Tim Overall  
Mayor



Cr Mark Schweikert  
Deputy Mayor



Cr Michele Biscotti



Cr Peter Bray AM



Cr Brian Brown



Cr Trevor Hicks



Cr Radmila Noveska



Cr Trudy Taylor



Cr Pete Harrison



Cr Peter Marshall



Cr Kenrick Winchester

## Annual Report 2018-19

### Our organisation

Queanbeyan-Palerang Regional Council is one of the largest employers in the area, with more than 500 staff members working across a range of services. QPRC's audited Financial Statements show that as at 30 June 2019, 484 full time equivalent staff members (including vacancies) were employed by Council. The organisation structure was slightly adjusted in June 2019 with the Service Manager, Finance moving underneath the Organisation Capability portfolio and the Service Manager, Workplace and Service Manager, Culture and Performance being combined. The structure was endorsed by Council with the Operational Plan in June 2018.



## Annual Report 2018-19

### Our Strategic Pillars and Community Vision

During 2016-17 Council sought the views of the community to ascertain what they want to see happen in the region over the long term. The Community Strategic Plan provides a comprehensive overview of this engagement process. At the macro level, this engagement has identified the community's broad likes and dislikes and the key strategic priorities they would like to see addressed.

The community engagement exercise asked the Queanbeyan-Palerang community to identify their long-term aspirations for the region. This is set out in their Vision of what they want our region to be within the next 10 years and a series of aspirational statements (which set out specific desires within the quadruple bottom-line of community, economy, environment and leadership as well as infrastructure.) These align well with the strategic pillars of Community, Choice, Character, Connection and Capability.

#### QUEANBEYAN PALERANG Our Vision – Our Future

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

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

Our Aspirations are:	
<b>COMMUNITY</b>	<ul style="list-style-type: none"> <li>- We are a friendly and caring community</li> <li>- We feel safe in the places we visit in our built and natural environment</li> <li>- We respect the indigenous relationship with the land we live on</li> <li>- Our community and our identity are made vibrant by the expression of arts and culture around us</li> </ul>
<b>CHOICE</b>	<ul style="list-style-type: none"> <li>- We have a diverse, resilient and smart economy fostering businesses that create jobs and wealth for all in our community</li> </ul>
<b>CHARACTER</b>	<ul style="list-style-type: none"> <li>- We enjoy the natural beauty and opportunity of our natural environment, and act to protect it through our management of energy and waste</li> <li>- We take pride in our public places, which provide an unique civic identity</li> </ul>
<b>CONNECTION</b>	<ul style="list-style-type: none"> <li>- We are well connected to accessible services and facilities that provide our needs for living, work and leisure</li> </ul>
<b>CAPABILITY</b>	<ul style="list-style-type: none"> <li>- We are served by a Council that listens to us and responds in our best interests in all their actions, and provides the leadership we need to achieve our common aspirations</li> </ul>

## Annual Report 2018-19

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### About this document

The 2018-19 Annual Report has been developed in line with the Office of Local Government's Annual Report and Annual Performance Statement Checklists that are available at [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

Over the coming pages, a summary is provided on Council's performance against each of its five Strategic Pillars. Progress of major projects, key performance indication and the financial results of each service aligned to each Strategic Pillar is shown between pages 12-23. Progress updates on all projects aligned to the Strategic Pillars are shown in Appendix 1.

Various legislation or Council policy requires the organisation to report on a number of other matters in the Annual Report. These reports are shown from Page 23 onwards and are referred to as Statutory Declarations.

STRATEGIC  
PILLAR

1

COMMUNITY

# A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

A SAFE, HARMONIOUS AND HEALTHY COMMUNITY  
LEADING FULFILLED LIVES

COMMUNITY STRATEGIC PLAN KEY  
GOAL

COMMUNITY OUTCOME

1.1 We build on and strengthen our community cultural life and heritage

The community has a diverse and active cultural environment and takes pride in its rich heritage

1.2 We are an inclusive region with access to opportunities and community support services by those who need them most

The community is welcoming and inclusive and residents feel they are connected and belong

1.3 We are a safe community

The community feels safer and more secure

1.4 We are a learning community

The community has access to a socially inclusive and welcoming library and museum service to allow for the ongoing expansion of our knowledge capacity

1.5 We have an active and healthy lifestyle

Health and quality of life are improved through access to a range of recreation and leisure opportunities

## Annual Report 2018-19

### 2018-19 financial result

Strategic Pillar 1, Community is made up of four services, Culture, Community, Education and Recreation. The financial information below excludes capital income and expenditure.

Service	Total Income \$,'000	Total Expenditure \$,'000	Budget Result (Net Service Cost) \$,'000
S01 - Culture	(1,898)	4,479	2,581
S02 - Community	(1,734)	3,533	1,798
S03 - Education	(338)	2,932	2,594
S04 - Recreation	(1,731)	2,904	1,173

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.1 QBN - Rusten House Arts Centre refurbishment	In progress	35%	Roofing work complete and building is now weather proof and secure. Tender is underway for internal renovation and fit out. It is expected that internal works will take around two months. Remaining work is external car park and garden. The project is now expected to be completed end of 2019 or January 2020	Community and Education
1.1.5.1 QBN - Barracks Flat Car park	Completed	100%		Transport and Facilities
1.1.5.1 QPR - Aquatic Centre Plant Replacement	In progress	10%	Intended to be an ongoing project where money is allocated on a yearly basis for pool improvements.  \$52K spent of \$60K budget on: * UV repair Indoor Pool - \$9K * Tile Repair - \$3K * UV for Wet Play Area - \$40K Energy Efficiency Assessment on Queanbeyan Plant completed, estimated cost for plant replacement \$750,000.	Recreation and Culture
1.1.5.1 BWD - SCCF - Braidwood Recreation Ground Floodlights	In progress	95%	Additional car park lights to be installed. Savings allows tennis court lights to be upgraded as well.	Urban Landscapes
1.1.5.4 BGD - SCCF - Bungendore Park Change Rooms	In progress	50%	Construction is underway, with slab and blockwork complete.	Urban Landscapes
1.1.5.5 QBN - SCCF High St Amenities Block	In progress	2%	Delays experienced working with sports club, DA lodged, reporting to Council August.	Urban Landscapes
1.1.1.1 QBN - Bicentennial Hall upgrade	In progress	20%	Retractable seating installed, project is ongoing with work expected to be finalised early 2020	Recreation and Culture

STRATEGIC  
 PILLAR

2

# A PROSPEROUS QUEANBEYAN-PALERANG

**CHOICE**

A DIVERSE, RESILIENT AND SMART ECONOMY THAT  
 CREATES CHOICE AND JOB OPPORTUNITIES

**COMMUNITY STRATEGIC PLAN KEY GOAL**

**COMMUNITY OUTCOME**

2.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages

The city and village CBDs are dynamic and thriving places which attract economic activity

2.2 We will promote Queanbeyan-Palerang as a tourism destination of choice

The region has a thriving tourism sector built upon the economic and environmental advantages the region provides

2.3 Our local businesses are well run and environmentally sound ensuring quality services and high level risk management

The region's businesses underpin good economic performance with a sound public risk management approach



## Annual Report 2018-19

### 2018-19 financial result

Strategic Pillar 2, Choice is made up of two services, Business and Health. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S11 - Business	(721)	1,707	986
S12 - Health	(654)	825	171

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
2.1.2.1 QBN - SCCF - Golf Club Amenities - NSW Open Round 2	Complete	100%	Work completed February 2019	Urban Landscapes
2.1.2.1 QBN - Riverside Caravan Park Upgrade	In progress	25%	Project is underway, including refurbishment and management model	Business and Innovation

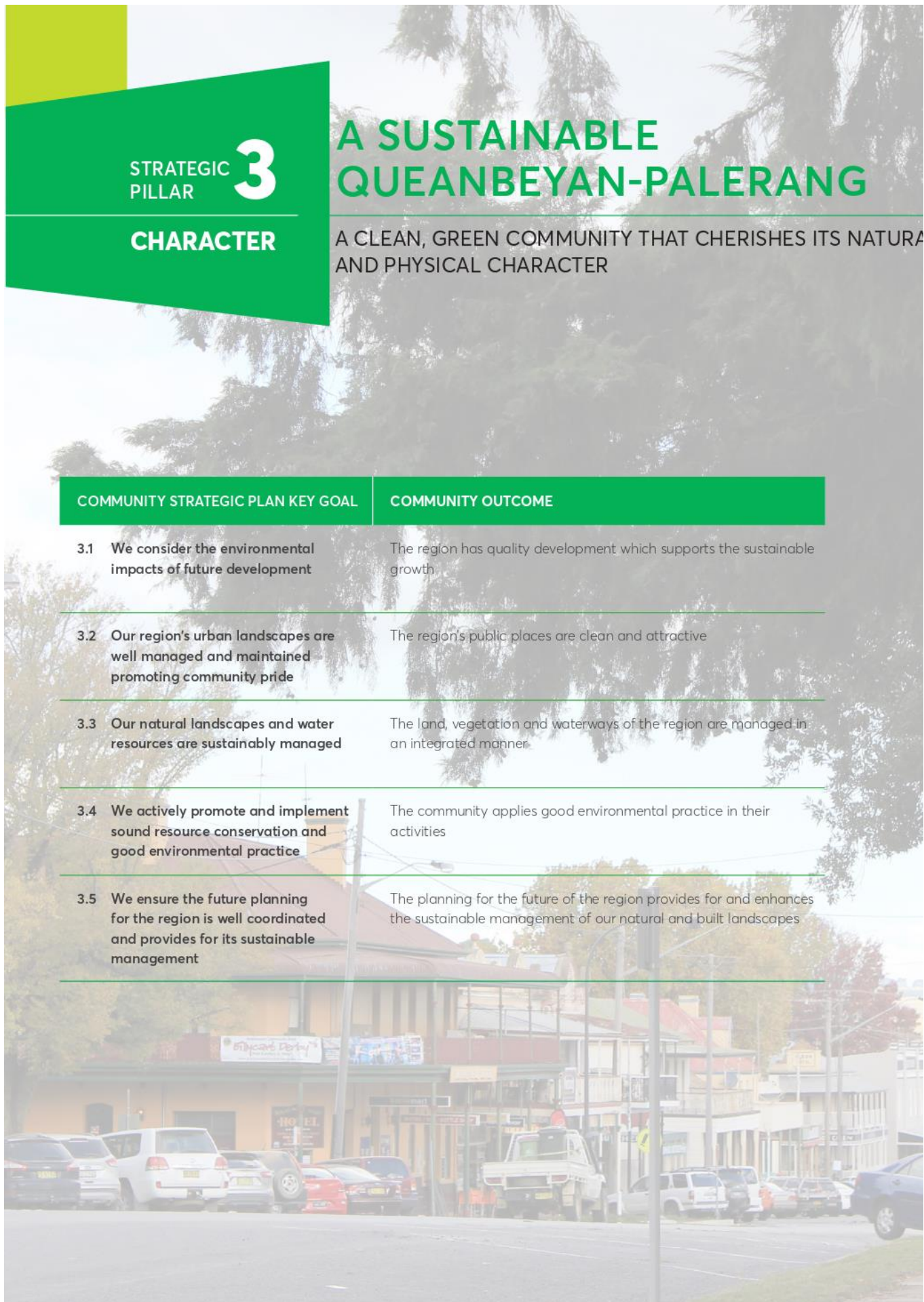
STRATEGIC PILLAR **3**

**CHARACTER**

# A SUSTAINABLE QUEANBEYAN-PALERANG

A CLEAN, GREEN COMMUNITY THAT CHERISHES ITS NATURAL AND PHYSICAL CHARACTER

COMMUNITY STRATEGIC PLAN KEY GOAL	COMMUNITY OUTCOME
3.1 We consider the environmental impacts of future development	The region has quality development which supports the sustainable growth
3.2 Our region's urban landscapes are well managed and maintained promoting community pride	The region's public places are clean and attractive
3.3 Our natural landscapes and water resources are sustainably managed	The land, vegetation and waterways of the region are managed in an integrated manner
3.4 We actively promote and implement sound resource conservation and good environmental practice	The community applies good environmental practice in their activities
3.5 We ensure the future planning for the region is well coordinated and provides for its sustainable management	The planning for the future of the region provides for and enhances the sustainable management of our natural and built landscapes



## Annual Report 2018-19

### 2018-19 financial result

Strategic Pillar 3, Character is made up of five services, Development, Urban Landscapes, Natural Landscapes, Sustainability and Land-Use Planning. The financial information below excludes capital income and expenditure.

Service	Total Income \$,'000	Total Expenditure \$,'000	Budget Result (Net Service Cost) \$,'000
S21 - Development	(3,157)	5,486	2,329
S23 - Urban Landscapes	(986)	9,474	8,487
S24 - Natural Landscapes	(1,204)	3,352	2,148
S25 - Sustainability	0	288	288
S26 - Land-Use Planning	(397)	2,464	2,066

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
3.1.2.4 QBN - Historical Display Boards	In progress	95%	Signs fabricated, art work complete, ready for installation	Urban Landscapes
3.1.2.5 QBN - SRV - Recreation	In progress	100%	Funding was split between the following projects in 2018: <ul style="list-style-type: none"> <li>• Seiffert Oval upgrade amenities</li> <li>• Banksia Park playground</li> <li>• Lovegrove Park install shade (pictured below)</li> <li>• Campese Oval – stage 1 lighting/materials purchase only</li> </ul> All 2018-19 projects complete	Urban Landscapes



STRATEGIC  
PILLAR

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CONNECTION

## A CONNECTED QUEANBEYAN-PALERANG

A WELL CONNECTED COMMUNITY WITH GOOD  
INFRASTRUCTURE ENHANCING QUALITY OF LIFE

### COMMUNITY STRATEGIC PLAN KEY GOAL

### COMMUNITY OUTCOME

4.1 Our transport infrastructure and networks are well planned and maintained

The region's transport network and infrastructure allows for the safe systems approach which allows for the safe ease of movement throughout Queanbeyan-Palerang.

4.2 We plan for and provide access to potable water supplies for communities across our region

The region's potable water supply systems meet national standards and are managed to adequately meet community demand

4.3 We plan for and provide for the management of sewage, stormwater and recycled water within the communities of our region

The region's sewage treatment, stormwater and recycled water systems meet national standards to support public and environmental health in our region

4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems

The region increases waste minimisation and greater recycling levels of our waste

4.5 We plan for and provide regional facilities which promote better social connection and access for the community

Social connection within our region is provided for via access to a range of community facilities across the region

4.6 We undertake planning to ensure infrastructure is prepared for future growth

Changing community demand is met by well planned for and placed infrastructure

## Annual Report 2018-19

### 2018-19 financial result

Strategic Pillar 4, Connections is made up of six services, Transport, Water, Sewer, Waste, Facilities and Logistics. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S31 - Transport	(7,030)	25,057	18,026
S32 - Water	(4,018)	20,055	16,036
S33 - Sewer	(342)	12,352	12,009
S34 - Waste	(8,109)	9,268	1,159
S35 - Facilities	(334)	4,536	4,202
S36 - Logistics	(2,009)	4,511	2,501

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
4.1.1.1 BGD - South Bungendore Drainage - Ellendon to Molonglo St	In progress	95%	Project became the South Bungendore drainage strategy. The document was presented to Council and is now the subject of a Council workshop	Utilities
4.1.1.4 CFL - Bridges - Foxlow	In progress	10%	Council has resolved to engage a consultant to undertake an assessment of the bridge with a report to be presented to Council to outline what works are required to increase the current load limit. Consultant and report to be finalised in the 2019-20 financial year with funding to be sourced to undertake the upgrade works in subsequent years.	Transport and Facilities
4.1.1.6 CFL - Bridge Replacement - Silver Hills	In progress	50%	The design has been completed. Construction is underway onsite. Estimated completion October 2019.	Transport and Facilities
4.1.1.10 CFL - MR270 - Captains Flat Rd - Capital	Completed	100%	Council engaged a stabilisation contractor to complete pavement design and rehabilitate 1km section of Captains Flat Road.	Transport and Facilities
4.1.1.11 QBN - MR584 RRRP Rehabilitation - Fernleigh to Burra	Completed	100%	Project completed	Transport and Facilities
4.1.1.12 BWD - MR92 Section 1 - Construct & Seal - Grants Nerriga Rd	Completed	100%	The construction of Nerriga Road Section 1 - Grants Road is complete	Transport and Facilities
4.1.1.14 BWD - MR270 - RRRP 4.4-6.6km from Araluen Road	In progress	10%	The design has been finalised. Staff are currently working through the Review of Environmental Factors for the project. Works for this project span over 2 financial years (2018-19 and 2019-20). Construction works will commence in 2019-20.	Transport and Facilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.1.15 BGD - Roundabout on Kings Highway	In progress	5%	The design of the Bungendore roundabout on the Kings Highway is being finalised. Once the design is finalised, Council staff will be going to tender for the construction of the roundabout.	Transport and Facilities
4.1.2.1 QBN - Network - Water	Completed	100%	McKeahnie Street water main replacement and Taylor Place water main - these were completed in 18-19 as planned	Utilities
4.1.2.10 BWD - Upgrade of Shoalhaven Pump building (Braidwood)	Completed	100%	Works complete.	Utilities
4.1.6.1 QBN - Head Office + Smart Hub – Redevelopment (now Queanbeyan Civic and Cultural Hub)	In progress	25%	Cox Architecture has commenced work to develop the concept design for the new head office and smart hub at the new location (257 Crawford St). A number of sub-projects are proposed including, development of workplace strategy and ICT strategy. These will inform the updated concept design. Detail design will follow once concept design and development application have been lodged. Consideration will be given to the most appropriate delivery method for the construction of the new building. The first building was planned to be delivered via design and construction contract to achieve the extremely tight timelines. This contract will be driven more by budget constraints and an alternate delivery method may be more appropriate.	Contracts and Projects
4.1.6.1 Transport Strategy	In progress	99%	The final draft of the Strategy is complete and has been workshopped with Council. Will be sent to the August Council meeting for adoption.	Contracts and Projects
4.1.6.2 QBN - QCBD - smart city: wifi, lighting, parking	In progress	95%	Installation complete, testing of WiFi and smart parking nearing completion	Contracts and Projects
4.1.6.4 QBN - Sewage Treatment Plant Upgrade	In progress	50%	Design is progressing, meeting scheduled with the ACT EPA to establish the licence discharge limits	Contracts and Projects

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Action	Status	% complete	Progress comments	Responsible branch
4.1.6.5 QBN - SCF – River path incl. low level footbridge	In progress	90%	All shared path work is substantially complete. The contractor is being notified of any defects as they arise. The Bridge is 80% completed with hand rails and lighting still to be complete. Approach slabs and main span beam have been installed.	Contracts and Projects
4.1.6.7 QBN - SCCF - River Walk - Round 2	In progress	15%	Design of walkway at the caravan park being completed with the caravan park design	Contracts and Projects
4.1.6.9 QBN – Ellerton Drive extension	In progress	75%	Project currently within time and cost. Traffic will be on the road prior to the planned completion date of mid-2020.	Contracts and Projects
4.1.6.10 QBN – Old Cooma Rd Stage 2: Googong Rd – ELP	In progress	60%	70% of earthworks have been completed, electrical and Telstra relocation has occurred.  Hard rock has been encountered in the north bound lanes with traffic cutover expected prior to the Christmas period.  Completion is still expected in the first quarter of 2020-21	Contracts and Projects



The Queanbeyan River Walk project made significant progress during 2018-19

STRATEGIC  
PILLAR

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CAPABILITY

## A WELL GOVERNED QUEANBEYAN-PALERANG

A CAPABLE ORGANISATION THAT LEADS A  
COMMUNITY WHICH IS ENGAGED AND PARTICIPATIVE

COMMUNITY STRATEGIC PLAN KEY GOAL	COMMUNITY OUTCOME
5.1 Our Council is highly professional in delivering services to the community	Council has a highly trained and professional workforce which achieves excellence in its activities
5.2 Our Council is efficient and innovative and actively seeking partnerships to deliver outcomes to the community	The community is serviced by an efficient, effective and innovative Council that provides value for money
5.3 Our Council has in place systems to provide quality services to its customers	Council has in place systems to provide for smart and authoritative self-service
5.4 Our Council's financial systems are reliable, efficient and effective	Council has in place reliable financial management systems which provide for authoritative and prompt decision making
5.5 Our Council has in place appropriate risk management frameworks	Council operates within a risk minimisation framework to provide for organisational efficiencies
5.6 Our Council's property portfolio is managed efficiently and effectively to maximise returns to the community	Council strategically manages its property portfolio
5.7 We have a well informed and engaged community	Council communicates and engages effectively and efficiently with its stakeholders
5.8 Our Council's activities work to achieve the Community's Vision and aspirations	Council actively works with the community to help it achieve its long term aspirations as set out in the Community Strategic Plan



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### 2018-19 financial result

Strategic Pillar 5, Capability is made up of six services, People, Technology, Financial, Risk, Strategy and Executive. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S41 - People	(40)	998	958
S42 - Technology	(32)	1,900	1,868
S43 - Financial	(135,168)	2,949	(132,218)
S45 - Risk	(114)	1,489	1,374
S51 - Strategy	(29)	1,291	1,261
S52 - Executive	(11,967)	5,968	(5,999)

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
5.1.3.2 QPR - Hardware Refresh – IT equipment-	In progress	99%	Network switch upgrade project at all locations – 40+ switches have been replaced at 24 sites, across all three major office locations. Some minor configurations to be completed at two sites - Family Day Care and the Queanbeyan Visitor Information Centre. Family Day Care site may not require the network link upgrade since there is only a single user now, one day/week.	Digital
5.1.3.3 QPR - Ipad/Laptop - Remote Access for Staff	In progress	60%	35 laptops have been issued to level 5 and 6 staff.	Digital
5.1.3.4 – Update of Council's core operating software	Complete	100%	On 12 June, Council went live with the TechnologyOne One Council solution. This consolidated a number of systems from the two former councils that had impacted business processes. Included in this project was: <ul style="list-style-type: none"> <li>• Core property and rating</li> <li>• Customer requests</li> <li>• Records management</li> <li>• Payroll</li> <li>• Regulatory</li> </ul> The development of this solution took considerable staff resources over an 18-month period. The solution went live on 12 June, allowing for Council to issue rates noticed on 1 August from the new system.	Digital

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### Statutory Disclosures

#### Special rate variation

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

The Special Rate Variation was introduced to fund the CityCARE program of works, including the maintenance and renewal of roads, footpaths and parks and sportsfields in the former Queanbeyan City Council local government area. The projects funded by this Special Rate Variation in 2018-19 are identified in Council's Operational Plan and are listed below:

Special Rate Variation - Former Queanbeyan City Council	2018-19 Budget \$,000
Bitumen sealing	441
Road rehabilitation	261
Footpath replacement	225
Footpath grinding	66
Banksia Park playground	85
Lovegrove Park – install shade sails	66
Campese Oval – stage 1 sportsfield lighting	75
Seiffert Oval – upgrade amenities and improve camera platforms	90
<b>Total SRV Program Works</b>	<b>1,309</b>

#### Rates and charges written off

Rates and charges written off	Amount \$,000
Rates relief	5
Rates and charges (pension concessions)	906
Special Rate Variation pension concessions (Council-funded) Queanbeyan only	66
Water undetectable leak write offs	17
Small balance/interest write offs	3

#### Overseas visits

Council's Service Manager, Legal and Risk, in his capacity as Chair of Statewide Mutual Insurance, attended insurance negotiations and briefing with insurers in London in April 2019. All expenses were met by Statewide Mutual.

Council's Planning and Productivity Coordinator visited Happy City in Bristol (a UK Think Tank) on 17 October 2018 to discuss measuring community wellbeing at the local government level. The trip was privately funded by the Coordinator who was on annual leave at the time. The only cost to QPRC associated with the visit was a return train fare London-Bristol (\$AUD63.00).

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### Contracts awarded

Council awarded the following contracts valued at more than \$150,000 during the 2018-19 financial year:

Nature of contract	Name of Contractor	Contract amount
Contract: 10014581 Construction of Braidwood Waste Transfer Station	R D Miller Pty Ltd	\$4,589,755
Contract 1400558 Augmentation of Captains Flat Sewage Treatment Plant	Poonindie Pty Ltd (T/As Ted Wilson and Sons)	\$2,923,438.20
Concept design for Queanbeyan Head Office and Smart Hub	Cox Architecture	\$399,094
Contract: 14-2018 Minor Works and Services Panel	<p>Category 1: Industrial Electricians</p> <ul style="list-style-type: none"> <li>• Rex Barrett Industries Pty Ltd</li> <li>• R &amp; D Technology Pty Ltd</li> <li>• Gasnier's Electrical</li> <li>• EMT Pty Ltd</li> </ul> <p>Category 2: Concreters</p> <ul style="list-style-type: none"> <li>• A and J Power Formwork PTY LTD</li> <li>• Grindstones Australia Pty Ltd</li> <li>• The Australian Grinding Company Pty. Ltd.</li> </ul> <p>Category 3: Fire Equipment Services and Maintenance</p> <ul style="list-style-type: none"> <li>• Wormald Australia</li> <li>• Control by Integration P/L</li> <li>• Fire Service Plus</li> <li>• FS Solutions (ACT) Pty LTD</li> </ul> <p>Category 5: Auto Electrician Services</p> <ul style="list-style-type: none"> <li>• B &amp; K L MCGRATH T/A Braidwood Auto Electrics</li> </ul> <p>Category 7: Sullage Services</p> <ul style="list-style-type: none"> <li>• Pinnacle ACT Pty Ltd</li> </ul> <p>Category 8: Laboratory Testing - Geotechnical and water/wastewater</p> <ul style="list-style-type: none"> <li>• D&amp;N Geotechnical Pty Ltd</li> </ul> <p>Category 9: Automatic Door - Service and Repairs</p> <ul style="list-style-type: none"> <li>• Future Electrical Technologies Pty Ltd</li> <li>• Tormax Australia Pty Ltd</li> <li>• Sun-Power Auto Gates</li> </ul> <p>Category 10: Roadside Spraying and slashing</p> <ul style="list-style-type: none"> <li>• Braidwood Ground Spraying</li> <li>• Asset Arbor</li> <li>• Burgess Horticultural Services</li> <li>• Arbor Management Australia</li> </ul> <p>Category 11: Electronic Security Services</p> <ul style="list-style-type: none"> <li>• Future Electrical Technologies Pty Ltd</li> <li>• Control By Integration</li> <li>• Fredon Security</li> </ul> <p>Category 12: Water/Wastewater Mechanical &amp; Hydraulic Engineering Services</p> <ul style="list-style-type: none"> <li>• DEKORT SYSTEMS PTY LTD T/as DeKort Pumps</li> <li>• EMT Pty Ltd</li> </ul>	Schedule of rates

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Nature of contract	Name of Contractor	Contract amount
	Category 13: Generator - Service, Inspection & Maintenance <ul style="list-style-type: none"> <li>• Genplus Hire Pty Ltd AFT The Doggett Business Trust</li> <li>• EMT Pty Ltd</li> </ul>	
	Category 14: Asbestos Assessor/consultancy service <ul style="list-style-type: none"> <li>• Keane Environmental Pty Ltd</li> <li>• OCTIEF PTY LTD</li> <li>• Robson Environmental Pty Ltd</li> </ul>	
	Category 15: Cranes – Service, Inspection & Maintenance <ul style="list-style-type: none"> <li>• All-Ways Crane Services Pty Ltd</li> <li>• Bullivants</li> </ul>	
	Category 16: Water/Wastewater Telemetry Systems <ul style="list-style-type: none"> <li>• R &amp; D Technology Pty Ltd</li> <li>• 360 Engineering Pty Ltd</li> <li>• Automation Group</li> <li>• Alliance Automation</li> <li>• ACT Fibre Optic &amp; Wireless Pty Ltd</li> </ul>	
	Category 17: Service Locators <ul style="list-style-type: none"> <li>• Pinnacle ACT Pty Ltd</li> <li>• Utility Mapping (Aust) Pty Ltd</li> </ul>	
	Category 18: Vehicle and Plant Mechanics <ul style="list-style-type: none"> <li>• S&amp;K Bevege T/A S Bevege Mechanical Repairs</li> <li>• Hydraulic Doctors Pty Ltd</li> <li>• Pinnacle ACT Pty Ltd</li> </ul>	
	Category 19: Survey and Design Services <ul style="list-style-type: none"> <li>• Apex Archaeology</li> <li>• Coleman Engineering Services Pty Ltd</li> <li>• Crossroads Civil Design Pty Ltd</li> <li>• Dedden Land &amp; Water Pty Ltd</li> <li>• Jones Nicholson Pty Ltd</li> <li>• Macrozamia Environmental</li> </ul>	
	Category 20: Architectural Services <ul style="list-style-type: none"> <li>• Edmiston Jones</li> <li>• WSP Australia Pty Ltd</li> <li>• Maria Filardo</li> <li>• PHL surveyors</li> <li>• SKYVIEW SURVEY PTY</li> <li>• Indesco Pty Ltd</li> <li>• WSP</li> </ul>	
Contract: 2019-20 Construction of Old Cooma Rd Duplication – Stage 2	WBHO Infrastructure Pty Ltd	\$29,146,065.98
Contract: Q18-18 Internal Audit Services	O'Connor and Marsden Associates	\$144 per hour
Contract: 2019-20 New playground at Ryrie Park, Braidwood	CRS Creative Recreation Solutions Pty Ltd	\$500,000
Contract: 2019-27 Queanbeyan River shared path bridge design and construction	TOISCH Pty Ltd	\$439,231.82

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Nature of contract	Name of Contractor	Contract amount
Contract: 2019-39 Supply and installation of sportsground floodlighting at Campese Oval, Queanbeyan	Gasnier's Electrical	\$227,000
Contract: 2019-40 Supply and Delivery of four 14 Tonne Self Propelled Smooth Drum Vibratory Rollers	Westrac Pty Ltd	\$622,600
Contract: 10020911 Demolition of two decommissioned water service reservoirs in Queanbeyan	AGH Demolition & Asbestos Removal Pty	\$196,513
Contract: 19/2018 Project Management Services - Queanbeyan Sewage Treatment Plant upgrade	Turner and Townsend Pty Ltd	\$3,417,468
Contract: 12/2015 Design consulting services – Queanbeyan Sewage Treatment Plant upgrade	Hunter H2O Holdings Pty Ltd	\$8,519,012.46



The current Queanbeyan Sewage Treatment Plant. Contracts were awarded for the concept design and project management services for the upgrade of the facility.

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### Legal Proceedings

The Council is required to report on costs that relate to legal proceedings taken by or initiated against Council in addition to a précis of the state of progress of each legal proceeding and the result. In the financial year ending 30 June 2019, Council expended \$746,614 on legal costs which included \$132,698 on litigation and court proceedings.

Council receives quarterly reports on the status and costs of legal matters.

The following matters have been dealt with by the courts.

Description of matter	Action	Result	Expenses 2018-19	Costs awarded
<b>NSW Land and Environment Court.</b>				
<b>Appeal against DA refusal for roof top garden</b>	Heard in the Land and Environment Court	The Appeal was dismissed and the refusal upheld. An enforcement order is being progressed.	\$56,335	Nil at this stage.
<b>Appeal against conviction in the Local Court for illegal earthworks</b>	Heard in the Land and Environment Court and originally in the Local Court.	After consideration on Local Court, Land and Environment Court and an Appeal to the Court of Criminal Appeal. The matter was determined in Council's favour	\$40,645	\$12,000 initially awarded by Local Court. Expected once assessed costs awarded to Council will be in the \$100,000 range.
<b>Sub Total</b>			<b>\$96,980</b>	<b>Approx. \$100,000</b>
<b>NSW Local Court</b>				
<b>SEWOL prosecutions in accordance with Road Transport (General) Act 2005</b>	Heard in the Local Court	Court upheld penalty infringement notices issued.	\$24,628	\$41,518
<b>Prosecution in respect of tampering with water meter</b>	Heard in the Local Court	Defendant pleaded guilty	\$4,416	nil
<b>Miscellaneous Dog Matters</b>	Heard in the Local Court	Minor matters prosecuted in Local Court. All were successful.	\$6,674	Varied
<b>Sub Total</b>			<b>\$35,718</b>	<b>Approx. \$41,518</b>
<b>Total</b>			<b>\$132,698</b>	<b>Approx. \$142,000</b>

Some issues are currently under investigation and have not been included in the above summary. Seven matters are likely to be resolved in court and Council has incurred expenses totalling \$67,415 to 30 June 2019 in respect of these matters.

Specialised planning advice costs have been significant with the majority of costs relating to significant projects including Googong, South Tralee, the Dargues Reef Mine and a proposed recreation shooting range near Collector. These totalled \$259,329.

Legal costs associated with the Ellerton Drive extension project were \$35,539. A significant expense has been independent reviewing and legal costs associated with Code of Conduct complaints relating to elected members totalling \$73,659. The balance of non-court legal costs (\$177,974) was for general legal advice, potential litigation, land acquisition and sales, leasing, insurance, legal document preparation and similar matters.

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### Donations and contributions

In accordance with the Donations Policy and by separate resolution, Council made the following donations and contributions during the 2018-19 financial year.

### Public Schools

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

### Donations equivalent to ordinary rates

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

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

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

### Cultural assistance scheme

- Queanbeyan Art Society for marketing and prizes for annual Art Exhibition - \$1,500
- Karabar High School to assist with venue hire, marketing and some material costs for art exhibition - \$1,500
- ACT Maori Performing Arts Inc to assist with the presentation of Waitangi Day 2019 - \$1,500
- Bungendore Quilters Inc to assist in presentation of annual exhibition event - \$1,500.

### Sports Assistance Scheme

- Kimberley Grant to support attendance at 2019 Touch Football World Cup - \$600
- Queanbeyan Leagues Amateur Swim Club for Kara Virgo to attend the 2019 Australian National Age Championships - \$300
- Queanbeyan YMCA for Tahlya Smith to attend the 2019 Rhythmic Gymnastics World Championships - \$600
- Macedonian Cup Football Tournament - \$2,000 for ground hire and up to \$700 for provision of marquees

### Heritage Assistance grants

In conjunction with the NSW Heritage Office, a Local Heritage Places Fund has been established by QPRC. This provides grants for work on heritage properties including those listed in one of the applicable local environmental plans or on the State Heritage Register as it applies to Braidwood or to properties within a heritage conservation area in the local

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government area. The aim of the project is to encourage and support as much positive work on heritage items as possible.

- Braidwood Showground - \$2,500
- 116 Wallace Street Braidwood - \$3,000
- 28 Meredith Street Queanbeyan - \$3,500
- 55 Stornaway Road Queanbeyan - \$2000
- 12 Alice Street Queanbeyan - \$2500
- Braidwood Pharmacy - \$2,000
- 198 Wallace Street Braidwood - \$3,000
- 64 Lascelles Street Braidwood - \$3,750
- 25 Park Street Queanbeyan - \$2,000
- 10 Gibraltar Street Bungendore - \$2,000
- 33 Elrington Street Braidwood - \$2,250
- 11 Meredith Street Queanbeyan - \$1,500

### Other donations

- At its meeting on 27 March 2019, Council resolved to waive the hall hire fee of the Library Meeting Room following a request from the Monaro Police District and the Queanbeyan Muslim Community for the provision of a prayer venue during the Holy Month of Ramadan in May-June 2019. This resulted in hire fees of \$2,700 being waived.
- Monaro Panthers for hosting of Kanga Cup 2019 - \$14,000



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### General donations program

Council established a Donations Policy in 2017-18, providing for three categories of grants, including general donations. Applications were sought in March and closed in May 2018. Decisions for the 2018-19 Annual Community Grants Program were made at the Council Meeting of 27 June 2018.

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

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### Equal Employment Opportunities (EEO) Management Plan

Council's Equal Employment Opportunity (EEO) Policy and Plan continue to be reviewed to take into account the development and administration of Council's Reconciliation Action Plan, Disability Action Plan and the Workforce Management Strategy for 2019-20. Former Council policies and practices continue for Council's recruitment and selection, training and development, promotion and temporary transfer and terms and conditions of employment processes.

### EEO Statistical Information

With the implementation of a new Human Resource Management Information System, Council employees were requested to update their personal information in relation to identified EEO groups – i.e. self-identify if they come from a culturally diverse background or if they are Aboriginal or have a disability.

At the end of the 2018-19 financial year, the percentage of staff members for Council within each target group were as follows

Group	2017-18	2018-19
Women	34.8%	44.5%
Culturally Diverse	11.3%	12.2%
Aboriginal	2%	1.22%
Disability	1%	1%

There was an increase of female and culturally diverse staff employed over the year compared with the 2017-18 financial year. Aboriginal staff numbers decreased slightly and people with a disability working in Council remained the same.

The age demographics for all Council employees are outlined below. The decrease of 8.9% of staff over the age of 40 was balanced by the equivalent percentage increase of staff working at Council below the age of 40 – reflecting older workers retiring and Council actively recruiting younger employees as trainees.

Age Group – Staff aged:	% 17-18	% 18-19
Less than 20 years	0.7%	3.8%
20 to 29 years	12.7%	18.3%
30 to 39 years	15.2%	15.4%
40 to 49 years	25.6%	20.8%
50 to 59 years	32.9%	29%
60 to 69 years	10.7%	11.3%
70 years or older	2.2%	1.4%

## Annual Report 2018-19

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

Objective	Activities
<p><b>A. Communication and Awareness</b> <i>Continual communication of the responsibilities of Council's EEO principles and practices to all current and potential employees through proactive presentations and other communication mechanisms.</i></p>	<p>EEO principles and practices are measured through staff responses to Council's cultural survey. The subsequent actions developed within teams aim to address highlighted team issues, including EEO.</p> <p>Managing diversity matters are built into topics and workshops for our leadership cohort's regular meetings.</p> <p>Additionally, all people processes (as described below) include a diversity and equity component.</p>
<p><b>B. Recruitment and Selection</b> <i>To ensure that all recruitment and selection in Council is undertaken in accordance with Council's policy and procedures, is inclusive and reflects Council's EEO and merit principles.</i></p>	<ul style="list-style-type: none"> <li>• Emerging from Local Government Act protections for existing employees, Council is further developing recruitment and selection activities to ensure a fair and equitable process for all candidates choosing to apply for roles.</li> <li>• As outlined in former years, Council's processes ensure that selection panels were made up of staff members which were representative of the different EEO groups. In particular, an Aboriginal staff member was on every selection panel for vacant positions that attracted applications from Aboriginal or Torres Strait Islander candidates.</li> <li>• All job advertisements for vacancies within Council encourage applications from groups identified in the EEO Policy and Plan.</li> </ul>
<p><b>C. Training and Development</b> <i>To review training and development policies and procedures to ensure they conform with EEO principles, which incorporates opportunities for training and development for EEO target group members</i></p>	<ul style="list-style-type: none"> <li>• Learning and Development for the financial year focused on Work Health and Safety compliance and job specific requirements.</li> <li>• Council's Learning and Development Plan takes into account the development requirements for the organisation and its future workforce requirements.</li> <li>• Study assistance continues to be provided for staff and Council's traineeship program has seen an increase in the demographic for young people under 20.</li> </ul>
<p><b>D. Promotion advancement and higher duties.</b> <i>To ensure all instances of promotion, transfer and the allocation of higher duties offered following fair and consistent processes where eligible employees receive due consideration where applications are received and merit is established.</i></p>	<ul style="list-style-type: none"> <li>• Since the three-year anniversary of the merger in mid May 2019, Section 354H of the Local Government Act 1993 no longer applied. This meant vacancies did not need to be advertised internally to assess staff suitability before a vacant position is advertised externally.</li> <li>• Nevertheless, staff continue to access advancement opportunities with 38 employees receiving a promotion or transfer during the year.</li> </ul>
<p><b>E. Grievance Procedures</b> <i>To ensure any grievance that is raised is treated equitably and in accordance with Council's procedure.</i></p>	<ul style="list-style-type: none"> <li>• All formal staff complaints or grievances notified were dealt with in accordance with Council's processes and treated in a fair and transparent way.</li> </ul>
<p><b>F. Internal Partnerships</b> <i>Council is committed to working with target groups to assist in implementing and considering EEO principles in their decision making processes.</i></p>	<ul style="list-style-type: none"> <li>• Council's Workplace Consultative Committee is consulted on those matters within their constitution and scope in accordance with the <i>Local Government (State) Award 2017</i>.</li> <li>• Council continued to tap into the younger employee cohort through a Workplace Innovation Group (WIG).</li> </ul>

## Annual Report 2018-19

### Chief Executive Officer remuneration package

The CEO's total remuneration package comprising salary and superannuation, was valued at \$332,749 plus a vehicle allowance.

### Senior staff remuneration package

Queanbeyan-Palerang Regional Council employed four senior staff members (excluding the CEO) during 2018-19. The total remuneration package for senior staff was \$1,059,593.65 (including superannuation and payments that were not included in a salary portion of their package).

### Mayor and councillor expenses

The local government election was conducted in September 2017. From this election, 10 councillors were elected. At an Extraordinary Meeting on 20 September 2017, Cr Tim Overall was elected Mayor for a two-year term.

Item	2018-19
<b>Fee payments</b>	
Mayor	43,170
Councillors	217,689.12
<b>Total payments</b>	<b>260,859.12</b>
<b>Expenses and facilities</b>	
Membership to associations	1,481.82
Other operating expenses	1,513.64
Printing, stationary and office supplies	280.75
Catering – internal staff	549.09
Catering – civic function	227.27
Training	19,887.79
Internal plant charges	31,911.60
Conferences and seminars	10,102
<b>Total expenses and facilities</b>	<b>65,953.96</b>
<b>Delegations and visits</b>	
<b>Delegation and Visits</b>	0.00
Interstate	0.00
Overseas	0.00
<b>Total delegation and visits</b>	<b>0.00</b>
<b>Total</b>	<b>326,813.08</b>

## Annual Report 2018-19

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### Councillor Induction and Professional Development

#### Attendance of councillors at conferences and seminars:

- Crs Overall, Harrison, Hicks, Schweikert, Taylor and Biscotti attended the 2018 LGNSW Annual Conference
- Cr Overall attended the ALGA National General Assembly in June 2019

#### Training and development:

- Cr Harrison attended training for the Audit, Risk and Improvement Committee in March 2019
- Cr Tim Overall attended "The Big Ideas Forum" in April 2019.
- 10 Councillors attended Code of Conduct training in May 2019.

#### Names of mayor and each Councillor who participated in any ongoing professional development program during the year:

- Cr Tim Overall (Mayor)
- Cr Kenrick Winchester
- Cr Michele Biscotti
- Cr Peter Bray
- Cr Mark Schweikert
- Cr Pete Harrison
- Cr Brian Brown
- Cr Radmila Noveska
- Cr Peter Marshall
- Cr Trevor Hicks

### Councillor attendance at meetings

At the September 2018 Ordinary Council meeting, Council resolved:

*322/18 - Attendance at meetings by Councillors as delegates and representatives on Council committees, organisational committees, statutory committees, locality committees and advisory committees be published in the QPRC Annual Report.*

A summary of Council attendance at all Council and Committee meetings is shown in **Appendix 2**

## Annual Report 2018-19

### Stormwater levy

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

During 2018-19, stormwater rehabilitation works were undertaken on the next tranche of identified works. This rehabilitation work will improve the existing stormwater services network. Further condition inspection and rehabilitation works need to continue to improve the stormwater network system improvement.

Stormwater management plans are currently under development for Bungendore and Braidwood.

### Swimming pool inspections

Under section 22F (2) of the *Swimming Pools Act 1992*, Council is required to report on its activities regarding swimming pool inspections.

During the period 1 July 2018-30 June 2019, Queanbeyan-Palerang Regional Council undertook the following:

Swimming pool inspections	
Inspections of Tourist and visitor accommodation	9
Inspections of dwellings with more than 2 dwellings	4
Inspections resulting in Compliance Certificates under Clause 21 of the Swimming Pool Regulations	31
Inspections resulting in Non-Compliance Certificates under 18B	2

### Partnerships, cooperatives and joint ventures

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

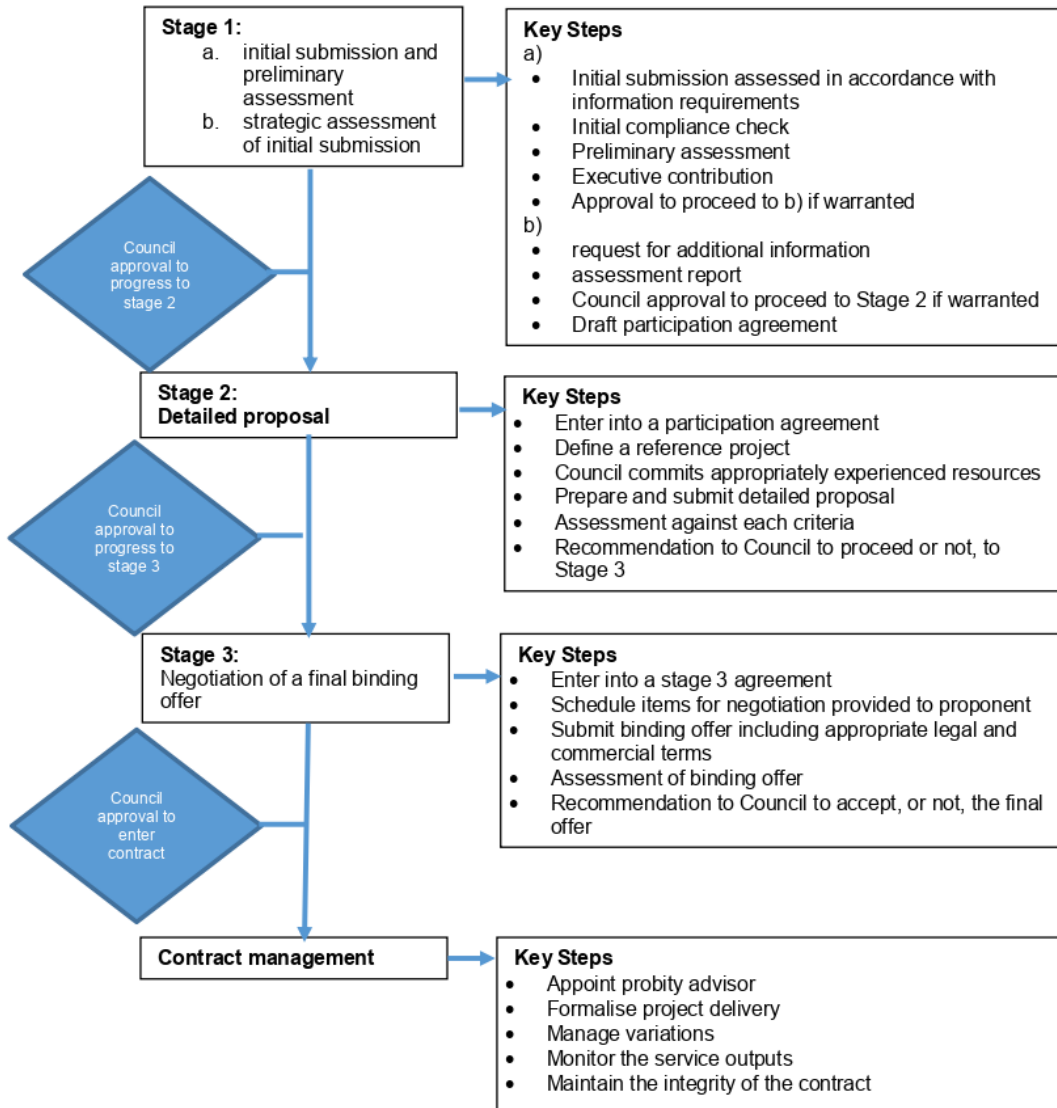
- Statewide Mutual - A mutual pool scheme providing liability and general insurance cover to NSW councils.
- StateCover Mutual – A mutual providing workers compensation insurance cover to NSW councils.
- South East Weight of Loads (SEWOL) – Council has a management role and has four inspectors in two vehicles patrolling roads in 11 constituent councils of the region.
- ACT and NSW Strategic Land Use and Infrastructure Planning Group.
- Joint Regional Planning Panel which provides merit-based decision making on regional development within the framework of the NSW planning system.
- Canberra Region Joint Organisation (CRJO) is a regional organisation, with a membership of 10 Councils. The CRJO also has associate members and affiliate members. Associate members being the ACT Government, Wagga Wagga City Council, East Gippsland Shire Council and Affiliate membership with Canberra Airport. The purpose of the CRJO is to facilitate opportunities and partnerships to create sustainable vibrant communities. CRJO has developed several special purpose interest groups for regional resource sharing and information exchange. The CRJO was constituted in accordance with the *Local Government Act 1993* on 1 July 2018.
- Southern Phone Company - \$2 shareholder.

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### Unsolicited Proposals

From time-to-time, Council receives unsolicited proposals from parties seeking partner with Council in a development or project. To provide some guidance and structure in dealing with such representations, Council has adopted a Procedure for Dealing with Unsolicited Proposals. In summary the process is in stages as outlined below:

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



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Council did not receive any new unsolicited proposals during 2018-19, however continue to progress two previously submitted proposals. Firstly, from Downtown Q Pty Ltd for development of Council land in the civic centre precinct where stage 1 has been delivered and Council has approved the proposal progressing to stage 2.

Moran (Queanbeyan) Pty Ltd has presented a concept to Council which is very preliminary and is being considered at the stage 1 level.

In future years more detail of these proposals will be outlined.

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

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

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

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

Council collects personal information for the following purposes:

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

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

No applications were made for information under the Act during 2018-19 and no review of the Act or Council's procedures were required. Further information on gaining access to this information can be obtained from Council's Public Officer on 6285 6513.



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### Disability Inclusion Action Plan

The QPRC Disability Inclusion Action Plan 2017-21 is guiding Council to meet its requirements under the *NSW Disability Inclusion Act 2014*.

The plan has four focus areas:

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

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

### Annual Progress for 2018-19

- Council continues to be committed to consulting with people with disability on a variety of issues through its Access Committee and the interagency groups.
- An Accessible Event Checklist was created and added to the Event Guide that is provided to event organisers
- Disability Awareness and Inclusive Practice was added to the compulsory online training for all staff.
- The region's first adult change table was installed at the Queanbeyan Aquatic Centre, enabling people with disability to participate in aquatic activities. The installation of the height adjustable adult change table will complement the existing pool hoist and amphibious wheelchair in the wet play area. The adult change table was made possible through a successful NSW ClubGRANTS application submitted by Tim O'Hare of AbilitySeer who is an active member of the newly formed QPRC Access Committee. As a community, it is so satisfying to see what a difference we can make together.



**Di Grandjean, mother of 19 year old James who has high support needs says "James has not been able to attend our local pool since 2003 because of the lack of appropriate change facilities for his needs. The adult change table means James is now able to return to his love of swimming and water because he can be changed in a safe and dignified manner".**

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### Public Interest Disclosures Act 1994

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

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

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

	Made by Public Officials performing their day to day functions	Under a statutory or legal obligation	All other PIDSA
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
No of public interest disclosures that have been finalised in this reporting period	0	0	0
No of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct			
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period.	0		
Have you established an internal reporting policy?	Yes		
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes		
If so, please select how staff have been made aware:			
<ul style="list-style-type: none"> <li>- Policy briefing from senior managers;</li> <li>- staff undertaking that they have read and understood your organisation's internal reporting policy;</li> <li>- training provided to new staff during induction;</li> <li>- links to intranet site;</li> <li>- messages in staff newsletters;</li> <li>- messages in circulars</li> </ul>			

## Annual Report 2018-19

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### External bodies exercising Council functions

The following external bodies have been delegated functions by Council for 2018-19:

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

### Controlling interests in companies

Council does not have a controlling interest in any companies.

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

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

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

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

Total number of applications received
7

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

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	2	0	0	1	0	0	0	1	4	57%
Members of the public (other)	3	0	0	0	0	0	0	0	3	43%
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	
<b>% of Total</b>	<b>72%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>		<b>100%</b>

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	0	0	0	0	0	0	0	1	14%
Access applications (other than personal information applications)	2	0	0	0	0	0	0	0	2	29%
Access applications that are partly personal information applications and partly other	2	0	0	1	0	0	0	1	4	57%
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>100%</b>
<b>% of Total</b>	<b>72%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>		

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

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**Table C: Invalid applications**

Reason for invalidity	No of applications	% of Total
Application does not comply with formal requirements (section 41 of the Act)	1	100%
Application is for excluded information of the agency (section 43 of the Act)	0	0%
Application contravenes restraint order (section 110 of the Act)	0	0%
Total number of invalid applications received	0	0%
Invalid applications that subsequently became valid applications	1	100%

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

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

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

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	5	86%
Business interests of agencies and other persons	1	14%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>6</b>	

**Table F: Timeliness**

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	7	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>7</b>	

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

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

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

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

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

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

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



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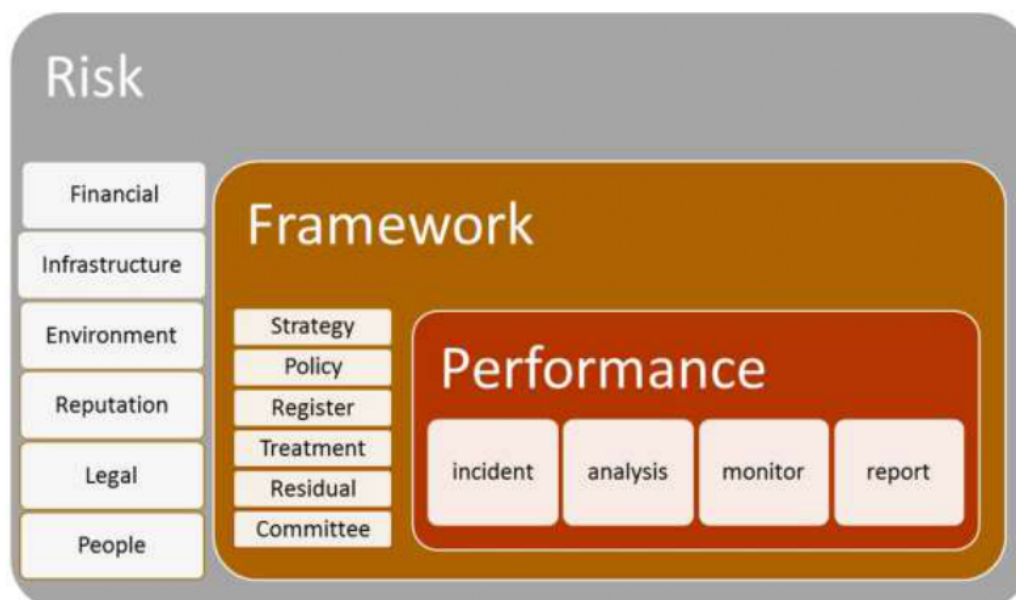
### Risk Management

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

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

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

In July 2018, Council adopted a new Risk Management policy and staff have been working with the Executive and Managers in the development of a statement of risk appetite, and a strategic risk register and identification of operational risks in accordance with the under-listed framework. A new Risk Management Directive was signed off in January 2019.



The Risk Management Policy is definitive and

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

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

It is a Council priority to better integrate Risk Management into our planning and reporting practices and other corporate activities. The challenges for the organisation is to embed

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sound enterprise risk management practices into our operations. To this end, the team is working with other parts of the organisation to ensure that our risk management targets and actions are included in corporate reporting with a view of achieving management accountability for delivery of actions in individual work plans.

The unit also works with the Council's Insurers Statewide Mutual and uses its expertise to assist with organisational risk management and the Council participates in the annual continuous improvement initiatives undertaken by the Mutual.

Council's Risk Appetite Statement has been included at **Appendix 3** to this report.

### Audit Risk and Improvement Committee

The Council's Audit, Risk and Improvement Committee has been established to provide guidance, independent assurance and assistance to the Queanbeyan-Palerang Regional Council.

Council recognised that it is a demonstration of best practice to have an Audit Committee and its actions in establishing a Committee pre-empted legislation which is expected to be mandated when the next amendments to the *Local Government Act 1993* are proclaimed. In addition, guidelines are to be developed and are anxiously awaited.

The role and responsibilities of the Committee are defined in its charter, and are to assess the effectiveness of Council's frameworks, actions and controls in relation to:

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

The Committee's membership comprised three independent external members, a councillor and the General Manager's nominee. Membership and meeting attendance of the Committee during 2018-19 is as follows:

	Meetings able to attend	Meetings attended
Mr Andrew Cox (Chair)	4	3
Dr Ken Crofts	4	4
Mr Max Shanahan	4	3
Mr Peter Neil ( GMs Nominee)	4	3
Cr Brian Brown (until Sept 2018)	1	1
Cr Peter Harrison	4	4

In addition, the NSW Audit Office Manager has been attending meetings and this provides valuable insight into expectations and activities in the Local Government sector.

Significant matters considered by the Committee during 2018-19 included:

- progressing efforts to obtain certification of Council's Work, Health and Safety and Environmental Management systems

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- development of QPRC Owner's Manual and Integrated Plans suite of reports and their use within the organisation.
- legislative compliance framework.
- updates on major projects and implementation of a Council Project Management Office.
- insurance arrangements update including adequacy assessment, in particular cyber insurance.
- arrangements for reporting against the Integrated Reporting Framework
- preparation and audit of Council's annual financial statements and the operation of the financial statement subcommittee to provide ongoing assurance in relation to financial reporting issues
- NSW Audit office report on Workforce Reform regarding amalgamated Councils.
- the client service plan prepared by the NSW Audit Office detailing their strategies and key issues for the audit of Council's 2017-18 annual financial statements.

### Internal Audit Activity for 2018-19

At the end of the financial year, Council changed its contract for the Internal Audit program with the successful firm being O'Connor Marsden (OCM) being appointed.

In conjunction with the contractor a new internal audit program has been developed for the coming years and an assurance map of Council activities has been prepared.

Assignments in accordance with the new program has commenced with a review of Payroll Controls being almost finalised at year's end. The balance of the program is to be rolled out in 2019-20.

In addition, actions taken by Council management to implement agreed recommendations made by Internal and External Audits, are reported to each meeting of the Committee.

### Overview

The Committee has been provided with a synopsis of activities from all Portfolio General Managers of the functions of their portfolios and the activities undertake. This is valuable insight that assists the Committee with its role.

Similarly, the Committee notes that:

- transitioning from systems and business practices from the former councils to QPRC is slowly occurring with the development of whole of organisation frameworks remains a key point of focus for Council as part of the transition.
- efforts to implement an integrated and aligned frameworks for risk management, fraud control, business continuity management and disaster recovery arrangements are ongoing. The Committee will continue to review the implementation of these frameworks.
- QPRC is three years into a journey of cultural, system and business practice transformation and has meet some of the challenges but there are more to achieve. The Audit Risk and Improvement Committee has an important role to play in this process and its perspective, experience and contribution will contribute to the Council achieving best practice, sound risk management and organisational efficiency.

### Fraud control

Council has zero appetite for any form of fraud or corruption, and has adopted a fraud control framework and implemented fraud prevention systems and strategies. An internal audit of Council's fraud control framework was undertaken in 2016-17 and during the current year the Council has progressed the results of that review. A new Policy and Plan is to be adopted in 2019.

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Fraud control awareness is included as part of induction for new employees and regularly communicated to staff.

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

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

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

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

Both the Code and the Procedures were reviewed during the financial year and the Council agreed in May 2019 to exhibit the draft Fraud Control policy for community comment.

Council has also adopted the model Code of Meeting Practice which is designed to achieve a range of outcomes, including:

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

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

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

Guidance in respect of fraud control is also provided by the Council's insurers.

No specific instances of fraud or corrupt behavior was detected during the financial year.

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### Complaints handling

Complaints are defined in the Council's Complaint handling policy as an *expression of dissatisfaction with the Council's level or quality of service or policies or procedures*. Dissatisfaction may arise from the service or behaviour provided by Council staff, councillors, or contractors or from the impact of a particular policy or procedure.

A complaint **does not** include:

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

The Council has procedures which records and tracks the progress of work requests that are received.

Any formal complaint is processed in accordance with the Complaints handling policy.

During the reporting period no formal complaint was received or processed in accordance with the policy.

In June 2019, Council adopted a new Complaint Management Framework

### Code of Conduct

Queanbeyan-Palerang Regional Council adopted its Code of Conduct and Procedures for the Administration of the Code of Conduct on 27 February 2019. Council's Code and Procedures are based on the Model Code of Conduct prepared by the Office of Local Government.

Council is required to report annually to the Office of Local Government for the period 1 September 2018 – 31 August 2019 on Code of Conduct matters. During 2018-19, a total of five complaints were lodged.

Four complaints have been resolved and the outcome of one complaint is pending.

Number of complaints and associated costs	
The total number of Code of Conduct complaints made about the Mayor and/or the General Manager under the Code of Conduct.	1
The number of Code of Conduct complaints referred to a conduct reviewer.	5
The number of Code of Conduct complaints investigated by a conduct reviewer.	0
The number of Code of Conduct complaints investigated by a conduct review committee.	0
The total cost of dealing with Code of Conduct complaints made about councillors and the General Manager, including staff costs.	\$59,000

Preliminary Assessment Statistics	
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage.	4
The number of those complaints finalised by any of the following recommendations:	
To take no action.	0
To resolve the matter back to the General Manager or the Mayor, for resolution by alternative and appropriate strategies.	2
To refer the matter to another agency or body such as, but not limited to, the ICAC, the NSW Ombudsman, the OLG or the Police.	0
To resolve the complaint by alternate and appropriate strategies	0

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

### Companion Animals

The animal management expenditure in the 2018-19 financial year was \$429,014. Income from companion animal activities in 2018-19 was \$166,007. Queanbeyan-Palerang Regional Council has 15,300 animals registered in the Local Government Area.

During the financial year, Council employed three Animal Management Officers (including Team Leader), one Animal Attendant and held a contract with a business to undertake animal husbandry duties at the Animal Management Facilities on weekends, public holidays and other occasions as required. With all resources available, one Animal Management Officer was based at Council's Bungendore office, patrolling areas such as Bungendore, Bywong/Wamboin, Captains Flat and Braidwood.

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

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

Council has in place a Dangerous Dogs Panel which meets as required to review reports on dog attacks. During the year, the Panel met on four occasions.

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### Corporate Sponsorships

Name of organisation	Relationship	What the sponsor agreed to provide	What Council agreed to provide	Financial commitment to Council	Approx value provided to Council
<b>Queanbeyan Community Christmas Party</b>					
<b>Royal Hotel, Queanbeyan</b>	Event partner	Entertainment for the Queanbeyan Community Christmas Party	Event promotion and mention of partnership	Nil	\$15,000
<b>Music By The River</b>					
<b>Icon Water</b>	Double partnership with icon water and CSO	Payment of Canberra symphony orchestra performance	Event and event management and promotion	\$30,000	\$30,000
<b>Shop and Win Promotion</b>					
<b>Braidwood Community Bank</b>	Financial partner/sponsor	Provide financial sponsorship for Christmas Shop & Win 2018	Promotion of business logo on all printed/electronic material relative to Braidwood Christmas Shop & Win	\$2,000	\$2,000
<b>Bungendore Community Bank</b>	Financial partner/sponsor	Provide financial sponsorship for Christmas Shop & Win 2018	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop & Win	\$2,000	\$2,000
<b>Bungendore Chamber of Commerce &amp; Industry</b>	Financial partner/sponsor	Provide financial sponsorship for Bungendore Christmas Shop & Win 2018	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop & Win	\$3,000	\$3,000
<b>Summer Activation events</b>					
<b>Coles Queanbeyan</b>	Summer Activation sponsor	Provide the amount of sausages for the following events: <ul style="list-style-type: none"> <li>Braidwood (350 Pax)</li> <li>Bungendore (250 Pax)</li> <li>Queanbeyan (1,000 Pax)</li> </ul> Other items provided (calculated accordingly to estimated numbers): <ul style="list-style-type: none"> <li>sausages, onions, bread, juice boxes, water, tomato and barbeque sauces, serviettes, eskies and ice.</li> </ul>	Acknowledgement by QPRC Representative at each event.  Sponsorship banner	In-Kind	\$2,700 (estimate)
<b>IGA Bungendore</b>	Summer Activation sponsor	Provide for the Bungendore Event only: <ul style="list-style-type: none"> <li>Set-up, prepared and served all food.</li> </ul> Provide (250 Pax) sausages, onions, bread, juice boxes, water, tomato and barbeque sauces, serviettes, eskies and ice.	Supply the following: <ul style="list-style-type: none"> <li>Barbecues</li> <li>Barbeque utensils and cleaning products</li> <li>Trestle tables</li> </ul> Acknowledgement by QPRC Representative at each event. Sponsorship banner	In-Kind	\$1,000 (estimate)
<b>Riverside Plaza</b>	Summer Activation sponsor	\$5 Food Court Vouchers	Acknowledgement by QPRC Representative at each event.	In-Kind	\$2,500 based on 500 being issued.

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### Appendix 1 – Progress of Projects and Programs

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

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.1 QBN - Replace Chiller at The Q	Completed	100%	The chiller at The Q was replaced on 9 January 2019.	Transport and Facilities
1.1.1.1 QBN - Rusten House Arts Centre refurbishment	In progress	35%	Roofing work complete and building is now weather proof and secure. Tender is underway for internal renovation and fit out. It is expected that internal works will take around two months. Remaining work is external car park and garden. The project is now expected to be completed end of 2019 or January 2020	Community and Education
1.1.1.1 QBN - Bicentennial Hall upgrade	In progress	20%	Retractable seating installed, project is ongoing with work expected to be finalised early 2020	Recreation and Culture
1.1.2.1 BWD - Refurbish Customer Service/Planning area	In progress	5%	Initial plans were presented to Council and subsequently placed on public exhibition. Following this exhibition, Council resolved to <i>Engage a professional design consultant to evaluate the merits and functionality of rearrangements within the Braidwood office buildings, having regard to heritage and access.</i> Receive a further report on the outcome of the professional design consultant's findings.	Transport and Facilities
1.1.2.1 QBN - Modifications to Customer Service Counter	In progress	15%	Council has approved budget allocation for works. Plans are being finalised and aiming to have works complete by end of 2019 calendar year. The new design will create additional space for customers and staff.	Customer and Communication
1.1.4.1 QPR - Library Purchases Books and Non Books	Completed	100%	All purchases for 2018-19 financial year were completed. Remaining budget allocation was carried over to cover stock and shelving for the Library refurbishment project to take place in September 2019	Community and Education
1.1.4.1 QBN - Museum - External Redecoration	Completed	100%		Community and Education
1.1.5.1 QBN - Barracks Flat Car park	Completed	100%		Transport and Facilities
1.1.5.1 QPR - Aquatic Centre Plant Replacement	In progress	10%	Intended to be an ongoing project where money is allocated on a yearly basis for pool improvements.  \$52K spent of \$60K budget on: * UV repair Indoor Pool -\$9K * Tile Repair - \$3K * UV for Wet Play Area - \$40K Energy Efficiency Assessment on Queanbeyan Plant completed, estimated cost for plant replacement \$750,000.	Recreation and Culture



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Action	Status	% complete	Progress comments	Responsible branch
1.1.5.1 BWD - SCCF - Braidwood Recreation Ground Floodlights	In progress	95%	Additional car park lights to be installed. Savings allows tennis court lights to be upgraded as well.	Urban Landscapes
1.1.5.2 BWD - SCCF - Recreation Area Stage 2 - Round 2	In progress	75%	Tender rejected, staff have construction underway, all materials onsite and base poured.	Urban Landscapes
1.1.5.3 BGD - Mick Sherd Irrigation	Completed	100%	Irrigation installed in March 2019.	Urban Landscapes
1.1.5.4 BGD - SCCF - Bungendore Park Change Rooms	In progress	50%	Construction is underway, with slab and blockwork complete.	Urban Landscapes
1.1.5.5 QBN - SCCF High St Amenities Block	In progress	2%	Delays experienced working with sports club, DA lodged, reporting to Council August.	Urban Landscapes
1.1.5.6 BWD - Braidwood Skatepark	In progress	85%	Designs prepared for two sites, due for exhibition	Urban Landscapes
1.1.5.7 BGD - SCCF - Sports Hub Stage 2 - Round 2	In progress	0%	Due for competition December 2020.	Urban Landscapes
1.1.5.8 QBN - Rockley Oval Storage Shed	Complete	100%	Building ready for occupation	Urban Landscapes

### Key Performance indicators

KPI	Target	Actual	Responsible Branch	Comment
Attendance levels at the Youth Centre	400 attendees	340	Community and Education	Increasing per month attending AXIS youth centre, not yet meeting new KPI
Ongoing implementation of initiatives identified in the Reconciliation Plan	4 initiatives	0	Community and Education	New Reconciliation Action Plan has been drafted - but plan has not yet been endorsed by Council. Sits with Rec Australia for comment.
Increase in subscriptions to Council's online engagement hub	20%	47%	Customer and Communication	An additional 615 residents registered on the Your Voice page between 1 July 2018 and 30 June 2019. This has increased the number of registered participants from 1,295 to 1,910, an increase of 47% in 2018-19.
Level of community satisfaction with engagement activities of Council	70%	N/A	Customer and Communication	Council has adopted a Community and Stakeholder Engagement Policy Framework and is currently finalising a Community Engagement Plan and Toolkit. The Policy has a number of measures for engagement success and these will be implemented over the coming months.

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KPI	Target	Actual	Responsible Branch	Comment
Satisfaction with Library service increasing	5%	5%	Community and Education	All events and services well supported, feedback surveys show increasing support As of 12 July 2019
The Q Income return vs expenditure	55%	48%	Recreation and Culture	Income return vs expenditure * Income - \$209,632 * Expenditure - \$435,116 Patronage increasing on an annual basis (26,000 patrons p.a. – at least 500 per week) * Estimated Attendance - 65,457 (252% of goal)
Community satisfaction with events increasing	75%	80%	Recreation and Culture	Customer satisfaction for the majority of events in 2018-19 provided between 80 and 85% satisfaction. Vendors and members of the community provided opportunities for improvement through event surveys
Community events run by Council with sustainability initiatives promoted	4	5	Recreation and Culture	Environmental team have held events at various shows around the region. Tree planting day and clean up Australia day undertaken in 2018-19

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### Strategic Pillar 2, Choice Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
2.1.2.1 QBN - SCCF - Golf Club Amenities - NSW Open Round 2	Complete	100%	Work completed February 2019	Urban Landscapes
2.1.2.1 QBN - Riverside Caravan Park Upgrade	In progress	25%	Project is underway, including refurbishment and management model	Business and Innovation

### Key Performance Indicators

KPI	Target	Actual	Responsible Branch	Comment
Key actions identified for implemented on an annual basis (Economic Development Strategy)	4 actions	10 actions	Business and innovation	Regional Economic Development Strategy Actions implemented: 1a. Develop South Jerra Defence and Technology Precinct Business Case 1b. Implement the QPRC Digital Economy and Smart Community Strategy 1c. Advocate for an APS Smart Work Hub in Qbn 2a. Develop a Program Business Case for the revitalisation of Queanbeyan CBD 3a. Develop a Jerrabomberra Sports Precinct Business Case 3b. Undertake a study of cross border business costs and regulatory impositions 4a. Work with Small Business Commissioner to look at regulatory barriers to agribusiness and agritourism 4b. Leverage the Canberra regional brand where possible
Ongoing implementation of actions identified within the CBD Transformation Strategy	4 actions	14 actions	Business and Innovation	<ul style="list-style-type: none"> <li>- Commenced development of the 2019 Spatial Business Plan</li> <li>- Completed Food Truck Friday in QEII Park</li> <li>- Completed a public art campaign consisting of a new mural for The Q theatre to build an identity for the town centre</li> <li>- NSW Government has committed to be part of the new QPRC Head Office that will add 50+ jobs to the town centre</li> <li>- Continued development of a social media plan for tourism events</li> <li>- Established a bookshop in a vacant space.</li> <li>- Community decorations instilled across four regional centres in collaboration with Men's Sheds</li> <li>- Established an QPRC internal Placemaking Working Group – a cross branch collaboration looking at generating ideas and addressing issues related to implementing placemaking initiatives</li> <li>- Developed media including video of benefits of investing in QP region</li> <li>- Deploying Wi-Fi in the CBD</li> <li>- Regional Economic Development Strategy developed and released</li> <li>- Queanbeyan CBD Retail Growth Strategy developed and released</li> <li>- Queanbeyan CBD Spatial Master Plan developed</li> <li>- Cross Border Comparison Business Cost Study Report completed</li> </ul>

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### Strategic Pillar 3, Character Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
3.1.2.1 BWD - SCCF - Ryrie Park - Round 2	Not started	0%	Funding not received	Urban Landscapes
3.1.2.2 QBN - SCCF - Queanbeyan Showground - Round 2	In progress	14%	All documentation ready, DA lodged OEH delayed archaeological survey	Urban Landscapes
3.1.2.3 QBN - Showground Pavilion & Storage	In progress	14%	As above	Urban Landscapes
3.1.2.4 QBN - Historical Display Boards	In progress	95%	Signs fabricated, art work complete, ready for installation	Urban Landscapes
3.1.2.5 QBN - SRV - Recreation	In progress	100%	Funding to be split between the following projects in 2018: <ul style="list-style-type: none"> <li>Seiffert Oval upgrade amenities</li> <li>Banksia Park playground</li> <li>Lovegrove Park install shade</li> <li>Campese Oval – stage 1 lighting/materials purchase only</li> </ul> All 2018-19 projects complete	Urban Landscapes
3.1.2.6 BWD - Showground 2017-19	Not started	0%	S355 Committee	Urban Landscapes
3.1.4.1 QBN - Efficient street lighting upgrades	Not started	0%		Transport and Facilities

### Key performance indications

KPI	Target	Actual	Responsible branch	Comment
Testing of recreational water areas across LGA (108 tests p.a.)	108 test	100	Natural Landscapes and Health	Monthly sampling completed
Undertaking inspections required by the Food Authority partnership agreement	100%	100	Natural Landscapes and Health	174 high and medium risk businesses inspected. 14 re-inspections. These inspections resulted in 76 Warnings issued, 10 Improvement Notices and one penalty notice.
No net loss in native vegetation condition on council land	90%	90%	Natural Landscapes and Health	Comprehensive monitoring program not yet established but no major loss recorded except road construction and maintenance; 600 shrubs planted for woodland bird habitat to offset weed removal; 1400 tubestock planted at 17 Copperfield Place offset reserve.
Inspect all public and private land and ensure land managers meet	90%	100%	Natural Landscapes and Health	Proportion of annual targets met for all scheduled inspection programs; additional resources needed to identify and manage priority sites threatened by widespread weeds.

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KPI	Target	Actual	Responsible branch	Comment
<b>Biosecurity Act requirements</b>				
<b>Review and update of principal environmental planning instruments and DCPs on a 5 year cycle to ensure compliance with all legislative and Council requirements</b>	100%	60%	Land-use Planning	Progress on the comprehensive Local Environmental Plan continues. This includes an Information report to the Planning and Strategy Meeting of 12 June and a presentation at a Council workshop held on 19 June. At the end of the period work was currently being undertaken on an amended Planning Proposal as required by the Department of Planning, Industry and Environment.
<b>The Local Strategic Planning Statement is reviewed and updated on 7 year cycle</b>	100%	30%	Land-use Planning	This relates to the Local Strategic Planning Statement which is required to be completed by 1 July 2020 and at this stage work includes forming a working party, having two meetings, drafting an outline of the structure of the Local Strategic Planning Statement and completing part of it as well as undertaking research.
<b>Compliance with all legislative and Council requirements for Plans of Management (at least 1 review p.a)</b>	1 review	5	Land-use Planning	During the period a new Plan of Management (General Community Use) for 16 Agnes Avenue, Queanbeyan was drafted and amendments made to the former Queanbeyan City Council Plans of Management for Parks and for Sportsgrounds in order to facilitate a Respite Care Facility. At the end of the period all three Plans of Management were still being exhibited for comment.
<b>GIS database updated as required</b>	100%	100%	Land-use Planning	The GIS database is being continually updated.
<b>Heritage Grants and awards provided annually</b>	100%	100%	Land-use Planning	Council resolved to award both the Special Heritage Grants (PLA 127/18 - 10 October 2018) and the Local Heritage Grants (Minute No. 399/18 - 28 November 2018) during the period. All Special Heritage Grants have been expended and reconciled.

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### Strategic Pillar 4, Connection Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
5.1.2.1 QPR - Asset Condition Assessment - Roads	Completed	100%	Data collection continuing aligning financial data with the long term financial plan. Seal road asset condition data has been collected and is currently being processed by contractor. Results of detailed analysis to be undertaken in March ready to produce maintenance and renewal planning projections. Workshops to be undertaken to determine risk based criticality assessments to inform maintenance and renewal prioritization works.	Assets
4.1.1.1 BGD - South Bungendore Drainage - Ellendon to Molonglo St	In progress	95%	Project became the South Bungendore drainage strategy. The document was presented to Council and is now the subject of a Council workshop	Utilities
4.1.1.2 QBN - SRV - Bitumen Resealing - CityCare	Completed	100%		Transport and Facilities
4.1.1.3 QBN - SRV - Pavement Rehabilitation - CityCare	Completed	100%		Transport and Facilities
4.1.1.4 CFL - Bridges - Foxlow	In progress	10%	Council has resolved to engage a consultant to undertake an assessment of the bridge with a report to be presented to Council to outline what works are required to increase the current load limit. Consultant and report to be finalised in the 2019-20 financial year with funding to be sourced to undertake the upgrade works in subsequent years.	Transport and Facilities
4.1.1.5 QBN - Rutledge Carpark	Not started	0%		Transport and Facilities
4.1.1.6 CFL - Bridge Replacement - Silver Hills	In progress	50%	The design has been completed. Construction is underway onsite. Estimated completion, October 2019.	Transport and Facilities
4.1.1.7 QPR - Local Roads Renewal	Completed	100%	2018-19 program complete	Transport and Facilities
4.1.1.8 QPR - Road to Recovery	Completed	100%	2018-19 program complete	Transport and Facilities
4.1.1.9 QBN - Uriarra/Ross/Stornaway - traffic changes	Not started	0%	Grant applications have been submitted for funding for this project. Waiting for confirmation of funding.	Transport and Facilities
4.1.1.10 CFL - MR270 - Captains Flat Rd - Capital	Completed	100%	Council engaged a stabilisation contractor to complete pavement design and rehabilitate 1km section of Captains Flat Road.	Transport and Facilities
4.1.1.11 QBN - MR584 RRRP Rehabilitation - Fernleigh to Burra	Completed	100%	Project completed	Transport and Facilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.1.12 BWD - MR92 Section 1 - Construct & Seal - Grants Nerriga Rd	Completed	100%	The construction of Nerriga Road Section 1 - Grants Road is complete	Transport and Facilities
4.1.1.13 CFL - Captains Flat Rd	Completed	100%	Ongoing maintenance of Captains Flat Road is complete for 2018-19.	Transport and Facilities
4.1.1.14 BWD - MR270 - RRRP 4.4-6.6km from Araluen Road	In progress	10%	The design has been finalised. Staff are currently working through the REF for the project. Works for this project span over 2 financial years (2018-19 and 2019-20). Construction works will commence in 2019/20.	Transport and Facilities
4.1.1.15 BGD - Roundabout on Kings Highway	In progress	5%	The design of the Bungendore roundabout on the Kings Highway is currently being finalised. Once the design is finalised, Council staff will be going to tender for the construction of the roundabout.	Transport and Facilities
4.1.1.16 QPR - Local roads Rehabilitation	Completed	100%	2018-19 program complete	Transport and Facilities
4.1.2.1 QBN - Network - Water	Completed	100%	McKeanie Street water main replacement and Taylor Place water main - these were completed in 18-19 as planned	Utilities
4.1.2.2 QBN - Water Telemetry - Radio Up/Gs - Reserve Funding	Completed	100%	Stage completed as planned. Additional stages are included in the 19-20 Operational Plan	Utilities
4.1.2.3 BWD - Water Services Replacement	Completed	100%	Works completed as they were requested	Utilities
4.1.2.4 QPR - Water connections – Palerang	Completed	100%	Works completed as they were requested	Utilities
4.1.2.5 QBN - Water connections – Queanbeyan	Completed	100%	Works completed as they were requested	Utilities
4.1.2.6 QBN - Water meters	Completed	100%	Works completed as they were requested	Utilities
4.1.2.7 BGD - Water Mains	Ongoing		This was a placeholder in the Operational Plan. No funds were allocated in the 18-19 financial year	Utilities
4.1.2.8 BWD - Mains (pa) 2018-27	Ongoing		This was a placeholder in the Operational Plan. No funds were allocated in the 18-19 financial year	Utilities
4.1.2.9 QBN - Telemetry 2018-21	Completed	100%	Stages complete as planned. New stage planned in 19-20	Utilities
4.1.2.10 BWD - Upgrade of Shoalhaven Pump building (Braidwood)	Completed	100%	Works complete.	Utilities
4.1.2.11 QBN - Reservoir access and integrity upgrades	Ongoing		This task is in its early stages and requires some specific site investigations before detailed specifications can be drawn up. It is planned to do these investigations in 19-20 FY with construction works to follow in subsequent years	Utilities
4.1.3.1 GOO - Water Recycling Plant	Completed	100%	Relates to Council component of stage C construction - Stage C commissioned. We are preparing for discussions on stage D	Utilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.3.1 BGD - Bungendore Flood Plain Works	In progress	90%	Final Concept received. Detailed design well underway	Contracts and Projects
4.1.3.2 BWD - Sewer Main Upgrade	Completed	100%	This project relates to the remaining 17-18 project for Interflow's investigation and relining of the Braidwood sewer network. Project complete	Utilities
4.1.3.3 BWD - Sewer – Manhole upgrades	Completed	100%		Utilities
4.1.3.4 QPR - Sewer connections – Palerang	Completed	100%		Utilities
4.1.3.5 QBN - Sewer connections – Queanbeyan	Completed	100%		Utilities
4.1.3.6 BGD - Sewer Mains Upgrade	Completed	100%	Stage of inspection and cleaning complete. Plans for upgrade work now in train	Utilities
4.1.3.7 CFL - Sewer - SPS1 refurbishment	Completed	100%	Completed. Commissioning now	Utilities
4.1.3.8 BGD - Sewer – SPS#4 refurbishment	Completed	100%	Planned packs all completed	Utilities
4.1.5.7 QBN - bus shelters (8)	Completed	100%	All bus shelters in the 2018-19 program have been installed.	Transport and Facilities
4.1.5.8 BGD - SCCF - Scout Hall Stage 2 - Round 2	Not started	0%		Transport and Facilities
4.1.6.1 QBN - Head Office + Smart Hub – Redevelopment (now known as Queanbeyan Civic and Cultural Precinct)	In progress	25%	Cox Architecture has commenced work to develop the concept design for the new head office and smart hub at the new location (257 Crawford St). A number of sub-projects are proposed including, development of workplace strategy and ICT strategy. These will inform the updated concept design. Detail design will follow once concept design and development application have been lodged. Consideration will be given to the most appropriate delivery method for the construction of the new building. The first building was planned to be delivered via design and construction contract to achieve the extremely tight timelines. This contract will be driven more by budget constraints and an alternate delivery method may be more appropriate.	Contracts and Projects
4.1.6.1 Transport Strategy	In progress	99%	The final draft of the Strategy is complete and has been workshopped with Council. Will be sent to the August Council meeting for adoption.	Contracts and Projects
4.1.6.2 QPR - Country Roads VMS Safety - Purchase	Completed	100%	Grant funds received	Contracts and Projects
4.1.6.2 QBN - QCBD - smart city: wifi, lighting, parking	In progress	95%	Installation complete, testing of WiFi and smart parking nearing completion	Contracts and Projects
4.1.6.2 CFL - Captains Flat STP augmentation	Completed	100%	Completed. Commissioning now	Utilities



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Action	Status	% complete	Progress comments	Responsible branch
4.1.6.3 QPR - Traffic Modelling	In progress	40%	Ongoing operational project, Major update of traffic model planned for later this FY into late 2019	Contracts and Projects
4.1.6.3 QBN - Sewer Mains Rehabilitation - Reserve Funding	Completed	100%	Planned packs all completed	Utilities
4.1.6.4 QBN - Demolition of decommissioned reservoirs	In progress	98%	Works nearing completion	Utilities
4.1.6.4 QBN - Sewage Treatment Plant Upgrade	In progress	50%	Design is progressing, meeting scheduled with the ACT EPA to establish the licence discharge limits	Contracts and Projects
4.1.6.5 QBN - SCF – River path incl. low level footbridge	In progress	90%	All shared path work is substantially complete. The contractor is being notified of any defects as they arise. The Bridge is 80% complete with hand rails and lighting still to be complete. Approach slabs and main span beam have been installed.	Contracts and Projects
4.1.6.6 QBN - SCCF - River Walk - Round 1	Completed	100%		Contracts and Projects
4.1.6.7 QBN - SCCF - River Walk - Round 2	In progress	15%	Design of walkway pat the caravan park being completed with the caravan park design	Contracts and Projects
4.1.6.9 QBN – Ellerton Drive extension	In progress	75%	Project currently within time and cost. Traffic will be on the road prior to the planned completion date of mid-2020.	Contracts and Projects
4.1.6.10 QBN – Old Cooma Rd Stage 2: Googong Rd – ELP	In progress	60%	70% of earthworks have been completed, electrical and Telstra relocation has occurred.  Hard rock has been encountered in the north bound lanes with traffic cutover expected prior to the Christmas period.  Completion is still expected in the first quarter of 2020-21	Contracts and Projects

### Key performance indicators

KPI	Target	Actual	Responsible branch
Compliance with ADWG standards and adopted DWQMP	99%	100%	Utilities
Water revenue accounts issued on time	100%	100%	Utilities
Mains breaks responded <2 hours	75%	100%	Utilities
Effluent meets Environmental Authorisation license limits	90%	95%	Utilities
Effluent performance report published as per required timeframe annually	100%	100%	Utilities
Sewer chokes responded < 2 hours	75%	90%	Utilities

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### Strategic Pillar 5, Capability Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
5.1.3.1 QPR - IT Tablet & Phone Purchases	In progress	90%	All Executive and Service Managers have been issued with a new iPad/Laptop/Surface Pro (with LTE/4G enabled). About 20 Program Coordinators have also been set up with a new tablet/laptop.	Digital
5.1.3.2 QPR - Hardware Refresh – IT equipment-	In progress	99%	Network switch upgrade project at all locations – 40+ switches have been replaced at 24 sites, across all three major office locations. Some minor configurations to be completed at two sites - Family Day Care and the Queanbeyan Visitor Information Centre. Family Day Care site may not require the network link upgrade since there is only a single user now, one day/week.	Digital
5.1.3.3 QPR - Ipad/Laptop - Remote Access for Staff	In progress	60%	35 laptops have been issued to level 5 and 6 staff.	Digital

### Key performance indications

KPI	Target	Actual	Responsible branch	Comment
Increased number of QPRC followers in LinkedIn	10%	12.8%	Culture and Performance	212 new followers of a total of 1,659 for FY
Performance appraisals completed annually	100%	76.5%	Workplace	76.5% fully finalised and 89.4% employee completed.
Turnaround of recruitment requests in 10 working days	>90%	90%	Workplace	Average turnaround (from staff requisition signed by PGM to advertising) for vacancies 18/19 = 6 working days
Unresolved industrial relations matters referred to IRC	>2%	0	Workplace	No matters have progressed to the full bench. Two matters referred for conciliation.
Succession Planning program in place for critical roles	100%	50%	Culture and Performance	Core skills and capabilities have been identified for the key roles. Need to develop a succession plan
Compliance training is conducted to reduce industrial relations risk	100%	100%	Culture and Performance	All compliance training completed against the QPRC training matrix
Effectiveness of Learning and Development programs - Net Promoter Score > above 50% mark	50%	27%	Culture and Performance	The current method of calculating and the scale applied for Net Promoter Score needs to be reviewed to accurately capture data
Learning & Development Program published and implemented annually	80%	100%	Culture and Performance	Learning & Development Program published on intranet and emails
Minimal variance in actual training spend per FTE in comparison with LG	10%	18.8%	Culture and Performance	Ave training spend per FTE has decreased from \$898 to \$729. The true cost of training is not

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KPI	Target	Actual	Responsible branch	Comment
Excellence Program indicator - 10% variance				captured and reported in a central vote. May need to review the definition of training, what are classified as training and how the cost across the organisation can be captured holistically and accurately
Number of voluntary on-line programs completed - 25% of headcount	25%	53%	Culture and Performance	
WHS training is conducted to ensure all staff have current licences and tickets at all times	100%	100%	Culture and Performance	<p>As a HSEQ certified organisation all WHS training has met the compliance requirements. The programs that were delivered include:</p> <ul style="list-style-type: none"> <li>• Asbestos Awareness</li> <li>• First Aid</li> <li>• Fire Warden</li> <li>• Chainsaw Fell and Cut Trees</li> <li>• Fall Trees manually/Chainsaw</li> <li>• Traffic Controller</li> <li>• Implement Traffic Control Plan</li> <li>• Prepare Work Zone Traffic Management Plan</li> </ul> <p>Competency verification for Plant Equipment</p>
Payroll accuracy	98%	99%	Workplace	Average of seven advances per pay (also includes employee errors)
20% of workforce subject to random testing program	100%	100%	Workplace	104 undertaken across three sites.
Network availability to users – computer	99%	99%	Digital	Only two major incidents reported in 2018-19
ERP integration failures	1	0	Digital	No integration failures
Grants are acquitted within required timeframes	100%	100%	Finance	There were no outstanding Grant acquittals at June 30 2019.
Quarterly Budget revisions reported within required statutory timeframes	100%	100%	Finance	All budget review statements adopted within regulatory timeframes.
Rates and Water billing notices issued in accordance with statutory requirements	100%	100%	Finance	All notices issued in line with regulatory timeframes
Rates, Annual charges, interest and extra charges outstanding percentage is under Local Government Benchmark	10%	6.27%	Finance	Outstanding is less than benchmark.
Revenue Policy developed within	100%	100%	Finance	Adopted in line with regulatory timeframes

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KPI	Target	Actual	Responsible branch	Comment
required statutory timeframes.				
Business Excellence & Sigma Frameworks implemented via Lean/Agile and visual management tools	80%	80%	Culture and Performance	Utilisation of these frameworks and tools have included within Service Reviews, process reviews and process mapping 2019 implementation plan to assist and support business areas.
Business Improvement Program results in productivity and efficiency gains delivered within scope	20%	0%	Culture and Performance	Productivity and efficiency gains still to be reported in conjunction with service reviews and process reviews implementation in 2019
Premium rebate as % of value from Statewide following audit	5%	6.25%	Legal and Risk	The Council rebate was 6.25% of the public liability premium. Statewide request that these funds be used for Risk Management activities.
Risk Register updated regularly	100%	100%	Legal and Risk	There has been a recent review of the register in consultation with the Executive. It is a live document and regularly updated.
Insurances reviewed, valued and renewed by due date	90%	100%	Legal and Risk	Renewals effected in a timely manner.
Annual test and review of one critical business process	100%	100%	Legal and Risk	<ul style="list-style-type: none"> <li>i. Council is currently updating its business continuity framework to reflect organisational change since merger, and its risk appetite.</li> <li>ii. Business impact analysis has been completed for all Council activities, and maximum acceptable outages derived.</li> <li>iii. Council's Recovery Time Objective has been defined and agreed by the Executive</li> <li>iv. Based on (ii) and (iii) a schedule functions requiring preparation of a contingency plan has been developed and agreed by the Executive.</li> <li>v. A workshop has been planned, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality.</li> <li>vi. Results of (iv) and (v) will be used to develop contingency plans for relevant functions.</li> </ul>
Business Continuity Plan updated following test	100%	100%	Legal and Risk	Council is currently updating its business continuity framework to reflect organisational change since merger, and its risk appetite.

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KPI	Target	Actual	Responsible branch	Comment
				<ul style="list-style-type: none"> <li>i. Business impact analysis has been completed for all Council activities, and maximum acceptable outages derived.</li> <li>ii. Council's Recovery Time Objective has been defined and agreed by the Executive</li> <li>iii. Based on (ii) and (iii) a schedule functions requirement preparation of a contingency plan has been developed and agreed by the Executive.</li> <li>iv. A workshop has been planned, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality.</li> <li>v. Results of (iv) and (v) will be used to develop contingency plans for relevant functions.</li> <li>vi. A workshop was conducted, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality.</li> <li>vii. Development of contingency plans has progressed following the conduct of discussions and workshops with near final drafts prepared for all bar one function.</li> <li>viii. Update of the whole of Council 'Continuity Management Team and Communication Plan' is underway and will be finalised on completion of (vi).</li> <li>ix. Following finalisation of all draft documents, relevant sections will be referred to Service Managers and the Executive for endorsement.</li> <li>x. Testing of the plan will be conducted later this year using a workshop with contracted external facilitators.</li> </ul>
<b>Review of whole organisation crisis response</b>	100%	100%	Legal and Risk	<p>Council is currently updating its business continuity framework to reflect organisational change since merger, and its risk appetite.</p> <p>Business impact analysis has been completed for all Council activities, and maximum acceptable outages derived.</p> <p>Council's Recovery Time Objective has been defined and agreed by the Executive</p> <p>Based on (ii) and (iii) a schedule functions requirement</p>

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KPI	Target	Actual	Responsible branch	Comment
				preparation of a contingency plan has been developed and agreed by the Executive. A workshop has been planned, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality. vi) Results of (iv) and (v) will be used to develop contingency plans for relevant functions."
Leases and licenses register kept up to date	100%	75%	Legal and Risk	The manual register from QCC is current but because of lack of access to Palerang details the total register is not complete. Once the new records system is in place this task should be completed. It is on the section workplan.
Integrated Plans prepared and reviewed within required statutory timeframes and engagement strategy	100%	100%	Customer and Communication	All Integrated Plans adopted by 30 June 2019.
Surveys completed in line with Stronger Councils Framework	100%	100%	Customer and Communication	2018 Community Satisfaction and Wellbeing Survey completed and presented to Council in November 2018.
All media enquiries responded to by request deadline	100%	95%	Customer and Communication	Majority of inquiries responded to within required timeframe.
Increase in subscriptions to weekly e-newsletter	10%	31%	Customer and Communication	Subscriptions to Council's weekly e-newsletter increased from 1,291 to 1,702, an increase of 31%
Growth in corporate social media accounts (excluding sub-accounts such as Q-one and Youth Centre)	25%	21.6%	Customer and Communication	Likes on Council's Facebook page increased from 7,763 to 9,446, an increase of 21.6%
Increase in number of unique hits on website	10%	N/A	Customer and Communication	During the financial year, there were 188,416 unique hits on Council's corporate website. Figures for 2017-18 are not available due to a change in website.
Increase in usage of online services	10%	N/A	Customer and Communication	There were 19,773 individual sessions on Council's online services during the financial year. Figures for 2017-18 are not available due to a change in website.
GIPAA Applications processed within statutory timeframe of 20 working days	100%	100%	Legal and Risk	All targets have been achieved.
Completion of Annual GIPAA Report	100%	100%	Legal and Risk	Report prepared and included in Council annual report.
Eligible entries places into the Disclosure log on Council's website	100%	90	Legal and Risk	The disclosure log is periodically updated.

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KPI	Target	Actual	Responsible branch	Comment
Complaints processed within prescribed timeframe Six monthly report completed within timeframe	100%	100%	Legal and Risk	All complaints have been dealt with in accordance with Council policy.
Annual report produced within required timeframe	100%	100%	Customer and Communication	The 2017-18 Annual Report was presented to Council's November 2018 meeting and subsequently made available to the Office of Local Government.
Code of Conduct complaints reported as required by OLG	100%	100%	Governance	Code of Conduct complaints statistics reported to OLG by 30 November 2018
Agendas publicly available Friday prior to Council meeting	100%	100%	Governance	Agendas and business papers are uploaded on to Council's website on the Friday preceding the Council meeting.
Resolutions actioned before next meeting	90%	-	Governance	Resolution Action Sheet is distributed to responsible staff on an ongoing basis and is reported to Council quarterly
Policies reviewed by their required date	100%	-	Governance	Program of policy review adopted by Council on 19 December 2018. Two tranches have been presented to Council and all policies were adopted.
Training Program developed and delivered for each Councillor	100%	N/A	Governance	Guidelines released by OLG in December 2018. Training program for individual Councillors will be developed based on the guidelines
Designated persons required to complete returns and register reported to Council within statutory timeframe	100%	100%	Governance	All designated persons completed their pecuniary interest returns and the register was tabled at Council's October 2018 meeting
Delivery of annual cross border work plan	80%	N/A	Governance	This is being developed by the new CRJO

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### Appendix 2 - Councillor attendance at Council and Committee Meetings

Ordinary Council meetings	
	Apologies
25 July 2018	Cr Schweikert
22 August 2018	Nil
26 September 2018	Nil
24 October 2018	Cr Noveska
28 November 2018	Cr Taylor
19 December 2018	Crs Noveska and Winchester
23 January 2019	Cr Winchester
27 February 2019	Nil
27 March 2019	Cr Brown
24 April 2019	Nil
22 May 2019	Cr Taylor
26 June 2019	Cr Winchester

Planning and Strategy Committee of the Whole meetings	
	Apologies
11 July 2018	Crs Schweikert, Taylor and Winchester
8 August 2018	Cr Bray
12 September 2018	Cr Overall
10 October 2018	Cr Schweikert
14 November 2018	Nil
13 February 2019	Cr Overall
13 March 2019	Cr Bray
10 April 2019	Cr Noveska
8 May 2019	Cr Biscotti
12 June 2019	Cr Marshall

#### Organisational committees

Audit, Risk and Improvement Committee - Cr Harrison and Cr Brown (until September 2018)		
	Attended	Apology
16 August 2018	Crs Harrison and Brown	
21 November 2018	Cr Harrison	
7 March 2019	Cr Harrison	
19 June 2019	Cr Harrison	

Australia Day Community Awards Committee – Mayor		
	Attended	Apology
9 December 2018	Cr Overall	

Australia Day Organising Committee - Crs Hicks and Schweikert		
	Attended	Apology
27 August 2018	Crs Hicks and Schweikert	
22 October 2018		Crs Hicks and Schweikert
17 December 2018	Crs Hicks and Schweikert	
25 March 2019		Cr Schweikert, Cr Hicks



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Consultative Committee on Aboriginal Issues - Cr Marshall		
	Attended	Apology
18 September 2018	Cr Marshall	
20 November 2018	Cr Marshall	
21 May 2019	Cr Marshall	

Dangerous Dog Panel – Cr Taylor		
	Attended	Apology
19 December 2018		Cr Taylor
22 March 2019	Cr Taylor	
29 May 2019	Cr Taylor	
19 June 2019	Cr Taylor	

Disability Access Committee – Cr Bray		
	Attended	Apology
27 July 2018	Cr Bray	
28 September 2018	Cr Bray	
30 November 2018	Cr Bray	
8 February 2019	Cr Bray	
10 May 2019	Cr Bray	

General Manager's Performance Review Committee – Crs Overall, Schweikert, Brown and Hicks		
	Attended	Apology
13 May 2019	Cr Overall Cr Hicks Cr Schweikert	Cr Brown

Queanbeyan-Palerang Library Service – NSW Public Library Zone – Cr Winchester		
	Attended	Apology
26 October 2018		Cr Winchester
26-30 November 2018 Annual Conference		Cr Winchester
22 February 2019		Cr Winchester

Queanbeyan Sporting Gallery Committee – Mayor		
There were no meetings held during the 2018-19 financial year		

Queanbeyan Sports Council – Crs Biscotti, Hicks and Winchester		
	Attended	Apology
6 August 2018	Crs Biscotti, Hicks and Winchester	
5 November 2018	Cr Biscotti	Crs Hicks and Winchester
4 February 2018	Cr Winchester	Crs Biscotti and Hicks

Sister City Committee – Mayor and Cr Noveska		
	Attended	Apology
22 November 2018	Cr Overall	Cr Noveska

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### Statutory Committees

Dargues Reef Community Consultative Committee – Cr Harrison		
	Attended	Apology
19 September 2018	Cr Harrison	
17 December 2018	Cr Harrison	
19 March 2019	Cr Harrison	
24 June 2019	Cr Harrison	

Integrated Water Cycle Management Project Reference Group – Cr Marshall		
	Attended	Apology
26 July 2018	Cr Marshall	

Jupiter Wind Farm Community Consultative Committee – Cr Hicks		
There were no meetings during 2018-19. This committee was related to a development application which was withdrawn in March 2018.		

Lake George Bush Fire Management Committee – Cr Overall		
Date of meeting	Attended	Apology
26 July 2018	Cr Overall	
19 October 2018	Cr Overall	
9 May 2019	Cr Overall	

Local Traffic Committee – Cr Schweikert		
	Attended	Apology
14 August 2018	Cr Schweikert	
4 December 2018	Cr Schweikert	
12 February 2019	Cr Schweikert	
9 April 2019	Cr Schweikert	
24 May 2019	Cr Schweikert	

Old Cooma Road Holcim Quarry Consultative Committee – Cr Brown		
	Attended	Apology
5 November 2018	Cr Brown	
5 May 2019		Cr Brown

### Locality Committees

Araluen Locality Committee – Crs Winchester and Marshall		
	Attended	Apology
16 October 2018	Crs Marshall & Winchester	

Braidwood Locality – Crs Overall and Noveska		
	Attended	Apology
8 October 2018	Cr Noveska	Cr Overall
15 April 2019	Cr Overall	Cr Noveska

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Bungendore Locality Committee – Crs Schweikert and Biscotti		
	Attended	Apology
25 October 2018	Crs Biscotti and Schweikert	

Burra Locality Committee – Crs Hicks and Taylor		
	Attended	Apology
19 November 2018	Crs Hicks and Taylor	
9 April 2019	Crs Hicks and Taylor	

Captains Flat Locality Committee – Crs Hicks and Marshall		
	Attended	Apology
13 November 2018	Crs Hicks and Marshall	
16 April 2019	Cr Marshall	Cr Hicks

Wamboin Locality Committee – Cr Harrison		
	Attended	Apology
31 January 2019	Cr Harrison	
1 April 2019	Cr Harrison	

### Advisory Meetings

Braidwood and Curtilage Heritage Advisory Committee – Cr Marshall		
	Attended	Apology
9 August 2018	Cr Marshall	
13 September 2018	Cr Marshall	
11 October 2018	Cr Marshall	
8 November 2018	Cr Marshall	
13 December 2018	Cr Marshall	
14 February 2019	Cr Marshall	
14 March 2019	Cr Marshall	

Braidwood Floodplain Risk Management Committee - Cr Harrison		
	Attended	Apology
31 October 2018	Cr Harrison	
7 May 2019	Cr Harrison	

Bungendore Floodplain Risk Management Committee – Cr Schweikert		
This Committee has been closed when the plan was adopted back in 2014.		

Cultural Development and Public Art Advisory Panel – Cr Noveska		
	Attended	Apology
4 September 2018		Cr Noveska

Economic Advisory Panel – Cr Brown		
	Attended	Apology
9 August 2018		Cr Brown

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Environment and Sustainability Advisory Committee – Cr Marshall		
	Attended	Apology
1 August 2018	Cr Marshall	
3 October 2018	Cr Marshall	
5 December 2018	Cr Marshall	
6 March 2019	Cr Marshall	
8 May 2019	Cr Marshall (No Quorum)	

Implementation Advisory Group – Crs Harrison and Schweikert		
	Attended	Apology
28 November 2018	Cr Harrison	Cr Schweikert

Q Advisory Board – Cr Noveska		
	Attended	Apology
6 May 2019		Cr Noveska

Queanbeyan Flood Management Committee – Cr Harrison		
	Attended	Apology
24 July 2018	Cr Harrison	
18 September 2018	Cr Harrison	
7 May 2019	Cr Harrison	

Queanbeyan Showground Advisory Committee – Cr Taylor		
	Attended	Apology
1 April 2019	Cr Taylor	

Queanbeyan Trust Committee – All Councillors		
With the adoption of the new <i>Crown Land Management Act</i> , the Queanbeyan Crown Land Trusts no longer exist.		

QPRC Heritage Advisory Committee - Crs Schweikert and Marshall		
	Attended	Apology
26 July 2018	Cr Marshall	Cr Schweikert
20 September 2018	Crs Marshall and Schweikert	
18 October 2018	Crs Marshall and Schweikert	
15 November 2018	Cr Schweikert	Cr Marshall
13 December 2018	Cr Marshall	Cr Schweikert
21 February 2019	Cr Schweikert	Cr Marshall
21 March 2019	Crs Marshall and Schweikert	
16 May 2019	Crs Marshall & Schweikert	

Tourism Advisory Board – Cr Schweikert		
	Attended	Apology
20 August 2018	Cr Schweikert	

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Youth Advisory Council – Crs Taylor and Winchester		
	Attended	Apology
6 August 2018	Cr Taylor	
5 November 2018	Cr Taylor	Cr Winchester
4 February 2019	Cr Taylor	Cr Winchester
6 May 2019	Cr Taylor	Cr Winchester

### Regional Committees

Canberra Airport Community Aviation Consultation Group – Cr Brown		
Three meetings have been held, 12 July 2018, 22 November 2018 and 21 March 2019, but the minutes do not record who attended.		

Canberra Region Joint Organisation (CRJO) – Cr Overall		
	Attended	Apology
24 September 2018	Cr Overall	
7 December 2018	Cr Overall	
15 February 2019		Cr Overall
24 May 2019	Cr Overall	

Community Safety Precinct Committee – Monaro Local Area Command - Crs Schweikert, Overall and Marshall (until September 2018)		
	Attended	Apology
15 August 2018	Cr Marshall Cr Schweikert	
7 November 2018	Cr Schweikert	Cr Overall
1 May 2019	Cr Overall Cr Schweikert	

South East Australia Transport Strategy (SEATS) - Cr Harrison		
	Attended	Apology
16-17 August 2018		Cr Harrison
8-9 November 2018	Cr Harrison	
14-15 February 2019		Cr Harrison

Southern Joint Regional Planning Panel - Cr Harrison and Cr Bray (alternate)		
	Attended	Apology
2 August 2018	Cr Harrison	
16 August 2018	Cr Harrison	
25 September 2018	Cr Harrison	

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### Appendix 3 - Council's Risk Appetite Statement

The following is taken from Council's Risk Management Directive:

#### Council's Risk Appetite

As a local government authority, Council has an obligation to its stakeholders to ensure that it does not accept high levels of risk that might impact on community wellbeing and amenity or the ongoing viability of Council. Accordingly, Council generally has a low appetite for unmitigated risks across all of its day to day operations. However, in order to achieve the outcomes identified in the Community Strategic Plan, Council will have to take some calculated risks to deliver the range of services and infrastructure expected by the local community. This may include risks associated with commercial development and partnerships with other public and private sector entities. In addition, as a newly formed entity there will be significant expectations from a range of stakeholders including the NSW State Government that will exert pressure on Council to meet various performance benchmarks as set out in the Stronger Councils Framework. This will also require Council to take some risk beyond levels it may have traditionally accepted in the recent past.

Council's appetite for risk encompasses the following:

- **Eliminate** – No appetite. Risks to be eliminated or controlled to lowest possible level within available resources and in accordance with legislative requirements
- **Minimise** – Little or no appetite. Risks to be minimised to low level. Some small residual risk acceptable.
- **Manage** – Some appetite. Risks to be managed within tolerance levels and legislative requirements. Some elevated level of risk may be acceptable to achieve specified outcomes.
- **Exploit** – Considerable appetite for risk. Pursue innovation and higher rewards as permitted by legislative requirements despite higher levels of inherent risk.

Council objectives, actions and projects.	<p><b>Manage.</b> In order to achieve the objectives set out in the <i>Integrated Planning and Reporting</i> and <i>Stronger Councils</i> frameworks, Council will have to take some level of calculated risk. This may include some financial, service delivery and reputational risk.</p> <p><b>Exploit.</b> Council acknowledges that opportunities to create benefits are inherent to a number of its activities, such as management of property, joint ventures and creation of partnerships. Council will actively identify and use to advantage opportunities within the local and broader environment that are consistent with its organisational objectives. When appropriate given the potential benefits to be derived, Council will accept a higher level of risk.</p>
Community, ratepayer, and customer safety and wellbeing.	<p><b>Minimise.</b> Council has little or no appetite for acts or omissions that result in injury or illness to third parties, property damage or negative impact on community wellbeing. Council will attempt to control risks to the community of this nature as far as possible within available resources.</p> <p><b>Manage.</b> Council will manage the risks to the community arising from use of public infrastructure such as roads and footpaths by allocating the limited resources available to maintain assets in accordance with the priorities set out in its asset management plans and strategies.</p>
Environmental.	<p><b>Minimise.</b> Council has little or no appetite for environmental damage arising from normal business activities and will ensure controls are in place to minimise such risks.</p>

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	<p><b>Manage.</b> Council recognises that trade-offs between environmental and other objectives may be necessary to achieve certain organisational objectives, including the construction and maintenance of infrastructure assets.</p>
Financial.	<p><b>Minimise.</b> Council has little or no appetite for financial loss arising from normal business activities and will ensure controls are in place to minimise financial risks. Council will minimise risk to invested funds.</p>
	<p><b>Manage.</b> Financial risks associated with major capital projects will need to be assessed on a case by case basis. Council may accept some commercial risk associated with delivery of infrastructure and economic development initiatives. This may include risks associated with partnerships and joint venture arrangements. Council will manage market risk to investment income.</p>
Legal and regulatory.	<p><b>Minimise.</b> Council has little or no appetite for significant breaches of legal obligations emanating from legislation or contractual arrangements that result in fines, penalties or significant reputational damage.</p>
	<p><b>Manage.</b> Council will generally manage legal or regulatory breaches by the community, for which Council is the regulatory authority, through education in the first instance and fines and penalties for subsequent breaches. Council will make judgements on whether to proceed with, contest or settle legal matters and will apply risk management principles to the application of penalties.</p>
Reputation and governance.	<p><b>Minimise.</b> Council has a low appetite for risks that may result in reputational damage but understands that negative publicity may occur as a consequence of making decisions in an environment where there are competing priorities and interests.</p>
	<p><b>Eliminate:</b> Council has zero appetite for any form of fraud or corruption.</p>
Service delivery and customer satisfaction.	<p><b>Minimise:</b> Council has little or no appetite for poor quality service, service disruption and/or customer dissatisfaction. Council will strive to meet service standards set out in the Customer Service Charter.</p>
	<p><b>Manage:</b> Council has a moderate appetite for risks associated with implementation of new systems and improved methods of service delivery. Council is prepared to take a risk based approach to pricing of services. Where service standards are not met Council will act to mitigate the impact. Council will manage business continuity risks posed by natural disasters and other external disruptions</p>
Staff wellbeing.	<p><b>Minimise:</b> Council has no appetite for risks which might result in negative impacts on staff wellbeing or the working culture of the organisation.</p>
	<p><b>Manage:</b> Council recognises that it will have to accept some risk of higher than preferred staff turnover during a period of organisational transformation, and that effective performance management practices are required.</p>
Work, health and safety.	<p><b>Eliminate or minimise:</b> Council has no appetite for avoidable lost time injuries or illnesses to workers or visitors to Council workplaces and will attempt to eliminate or control all safety hazards as far as reasonably practical and in accordance with legislative requirements. Where injuries do occur Council will implement rehabilitation, Return to Work and effective claims management strategies to reduce the impact on the worker and Council.</p>