



Planning and Strategy Committee of the Whole

10 November 2021

**UNDER SEPARATE COVER
ATTACHMENTS**

ITEMS 8.4 TO 10.3

**QUEANBEYAN-PALERANG REGIONAL COUNCIL
PLANNING AND STRATEGY COMMITTEE OF THE WHOLE**

ATTACHMENTS – 10 November 2021 Page i

Item 8.4	Bungendore East Planning Proposal - State Agency Consultation and Public Exhibition <i>Attachment 1 Preliminary Letter of Offer - Local Planning Agreement</i>	<i>2</i>
Item 8.5	Determination of Applications for the Local Heritage Places Grants 2021-22 <i>Attachment 3 Local Heritage Grant Guidelines 2021-22</i> <i>Attachment 4 Application Form - Local Heritage Grant 2021-22</i> <i>Attachment 5 Project Funding Agreement Template - Local Heritage Grants 2021-22</i>	<i>5</i> <i>9</i> <i>14</i>
Item 8.6	Street Naming Proposal - Estate 2 Stage 1 - South Jerrabomberra Urban Release Area <i>Attachment 1 Proposed Street Names - South Jerrabomberra Estate 2 Stage 1</i> <i>Attachment 2 Road Name Allocation - South Jerrabomberra Estate 2 Stage 1</i>	<i>19</i> <i>21</i>
Item 8.7	Road Naming Proposal - Maddrell Place, Braidwood <i>Attachment 1 Submissions - Redacted</i>	<i>23</i>
Item 8.8	Draft Mobile Food Vending Policy for Adoption <i>Attachment 1 Summary of Submissions and Comments Following Exhibition</i> <i>Attachment 2 Mobile Food Vending Policy Proposed for Adoption.....</i>	<i>28</i> <i>31</i>
Item 8.9	Resourcing Strategy 2021 <i>Attachment 1 Draft Resourcing Strategy 2021</i>	<i>40</i>
Item 10.1	Minutes of the QPRC Heritage Advisory Committee held 21 October 2021 <i>Attachment 1 Minutes of QPRC Heritage Committee 21 October 2021</i>	<i>79</i>
Item 10.2	Minutes of Braidwood and Curtilage Heritage Advisory Committee held 14 October 2021 <i>Attachment 1 Minutes of Braidwood and Curtilage Heritage Advisory Committee 14 October 2021</i>	<i>83</i>
Item 10.3	Minutes of the Environment and Sustainability Advisory Committee Meeting held 20 October 2021 <i>Attachment 1 Minutes of the Environment and Sustainability Advisory Committee Meeting Held on 20 October 2021</i>	<i>86</i>

**QUEANBEYAN-PALERANG REGIONAL
COUNCIL**

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.4 BUNGENDORE EAST PLANNING PROPOSAL - STATE AGENCY CONSULTATION AND PUBLIC EXHIBITION

ATTACHMENT 1 PRELIMINARY LETTER OF OFFER - LOCAL PLANNING AGREEMENT



Drive Guide Pty Ltd

28 October 2021

The General Manager
Queanbeyan Palerang Regional Council
10 Majara Street
BUNGENDORE NSW 2621

ATTENTION: TANJA HOGG

Dear Tanja

**RE: PRELIMINARY OFFER TO ENTER INTO A PLANNING AGREEMENT
4610 KINGS HIGHWAY BUNGENDORE (LOT 1 DP 747767)**

This letter and its Attachments set out the principal elements of a preliminary offer to enter into a Planning Agreement (PA) under s7.4 of the Environmental Planning and Assessment Act 1979 for the provision of land and embellishment contributions relating to 4610 Kings Highway Bungendore (Lot 1 DP 747767) (Subject Site).

Drive Guide Australia Pty Ltd (DGA) is the sole owner of the subject site, which is currently advancing through a Gateway rezoning process. The property is a total of 137 hectares and is proposed to accommodate a range of housing for the planned expansion of Bungendore.

This letter includes information on the proposed nature and extent of contributions DGA wishes to include in the proposed PA for the subject site. A PA is the appropriate mechanism for dealing with the provision of land and embellishment contributions as part of the development of the subject site as all the land which would be subject to the PA is owned by a single entity. The owner has an enduring interest in arriving at a suitable arrangement given the significant holding that will be developed over the next 5-10 years.

The offer contained in this letter is a substantial offer and provides for the provision of land and also to cover the envisaged embellishment costs contained within the Bungendore Section 7.11 Development Contributions Plan for Community and Recreation Facilities 2022 adopted by Queanbeyan Palerang Regional Council on the 27 October 2021.

Land & Works Contributions

It is proposed that the PA address the following land and embellishment, the demand for which is either entirely or partly generated by the development of the subject site:

1. Open Space

- 1.2 Dedication of a 'Local Park' that totals an area of 1 hectare to Council at no cost.
- 1.3 Embellishment of the park to the value of \$480,000 incorporating the following:
 - Playground facilities, including shade structures.
 - Tree planting and landscaping.
- 1.4 Dedication of a land area up to 50 hectares for a 'Village Green' containing the central and tributary drainage corridors through the site to Council at no cost.

1 Arthur Circle Forrest ACT 2603
E: bill.galeff@bigpond.com



Drive Guide Pty Ltd

- 1.5 Embellishment of the 'Village Green' to the value of \$855,000 incorporating the following:
- Playground facilities, including shade structures.
 - Picnic facilities, including barbeques, seating and shelters, tree planting and landscaping.
 - Passive recreation field.

2. Stormwater & Drainage

- 2.1 Dedication of land for the purpose of stormwater quality and/or detention as required by a Stormwater Management Plan report prepared for the site in conjunction with a Development Application to Council at no cost.
- 2.2 Embellishment of the stormwater facilities with appropriate soft landscaping – to be negotiated with Council prior to the issue of a development application proposing the works.

3. Key principles to be reflected in the PA document

- 3.1 An ability for the local park to be provided either as one single park or several parks as long as they are no less than 3,500sqm in size and do not compromise the functionality or intended purpose of any individual park, with the aggregate of the local parks to a minimum of 1 hectare.
- 3.2 The provision of the listed items to be actioned on or before the development of 70% of the total lot yield, with an ability to stage the delivery of individual items.
- 3.3 We seek agreement that, if executed, the 4610 Kings Highway PA will switch off the cash contribution for Bungendore East as scheduled on page 30 of the Bungendore Section 7.11 Development Contributions Plan for Community and Recreation Facilities 2022 adopted by Queanbeyan Palerang Regional Council on the 27 October 2021.

4. Suggested Next Steps

For DGA to make a final PA offer, DGA will need to meet with Council to discuss the proposals contained in this letter as soon as possible. A final and irrevocable offer would be made after exhibition of the planning proposal.

We look forward to further discussions with Council about facilitating development of the subject site which will set new benchmarks for Bungendore.

Should you require clarification in relation to anything within this letter, please initially contact the undersigned.

Yours faithfully



BILL GALEFF
DIRECTOR

1 Arthur Circle Forrest ACT 2603
E: bill.galeff@bigpond.com

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.5 DETERMINATION OF APPLICATIONS FOR THE LOCAL
HERITAGE PLACES GRANTS 2021-22

ATTACHMENT 3 LOCAL HERITAGE GRANT GUIDELINES 2021-22



Queanbeyan-Palerang Regional Council Local Heritage Places Grant Guidelines	
Aim of the funding	<p>The aim of the fund is to encourage as much positive work on heritage items as possible. It is hoped this will create greater interest and concern for the conservation of historic buildings within Queanbeyan-Palerang Regional Council's LGA.</p> <p>Funding is available for:</p> <ul style="list-style-type: none"> • Conservation works and maintenance works • Reinstatement of missing items on heritage buildings • Work to meet Building Code Australia upgrades • Items identified in the Heritage Schedule of the <i>Queanbeyan Local Environmental Plan 2012 (QLEP 2012)</i> or <i>Palerang Local Environmental Plan 2014 (PLEP2014)</i> • Items within a Heritage Conservation area • Other heritage properties supported by the QPRC heritage advisor.
Examples	<p>Eligible projects are those which involve the repair, maintenance or reinstatement of items. These projects can include fences, verandahs, windows, roof cladding, decorative detail, replacement of structural work or painting of properties to enhance the heritage character.</p>
Funding Amounts	<p>Grants of varying amounts will be available on a dollar for dollar basis with the maximum amounts to be determined by the number of applications received. (<i>e.g. If your project receives a \$1,000 grant from Council your minimum contribution must be \$1,000</i>). There will clearly be cases where applicants will be required to contribute more dollars to the project than offered by Council and the size of the individual grants available will often depend upon the number of annual applications received and supported.</p>
Closing date	Applications close on DAt
Timing of grants	<p>Grants are advertised each financial year. All projects must be completed by 22 April 2022. Work CAN NOT commence prior to written approval being given.</p>
Who can apply?	<p>All owners and/or managers of heritage items which are listed on Schedule 5 of the <i>QLEP 2012</i> or <i>PLEP 2014</i> or within a Heritage Conservation Area or within the State listed area of Braidwood. (However, you are not able to apply for funding if you are a State government agency).</p>
Funding is available for	<p>Heritage items that are either:</p> <ul style="list-style-type: none"> • Listed in the relevant Local Environmental Plan • Included in a conservation area • Supported by the QPRC heritage advisor
Priorities	<p>Priority is given to projects that:</p> <ul style="list-style-type: none"> • Require urgent maintenance works • Form part of the heritage precinct • Require upgrades for Building Code Australia compliance • Have not received previous council funding in the last 5 years
Projects NOT funded	Funding will NOT be provided for:



	<ul style="list-style-type: none"> • Routine maintenance e.g. carpet cleaning, gutter cleaning etc • Projects where assistance is available from other sources • New commemorative monuments or works • Purchasing a heritage building • Relocation of a heritage building, site or movable item • Flood lighting • Purchasing of equipment • New additions to a heritage building e.g. new kitchen or bathroom • Movable railway heritage items
Common selection criteria	<p>Funding is targeted to projects that are minor works and have:</p> <ul style="list-style-type: none"> • Sustainable long term heritage benefits • Public benefit and enjoyment • Capacity and commitment to undertake the project • Funding equity and cost effectiveness • Urgency to remedy deterioration • Demonstrated ability to encourage conservation of other items • A positive contribution to the heritage character of the site and/or streetscape
Before applying	<p>Background research – demonstrate why the work proposed is appropriate from a heritage point of view.</p> <p>Read the application form - so you know what information is required and if your project fits the criteria.</p> <p>Prepare a list of project tasks – outline an item by item job schedule.</p> <p>Obtain 2 quotes – place the costs against the job scope of works.</p> <p>Plans and sketches – depending on the size of the project you may need to include these.</p> <p>Photographs – take “before” photographs of the item, including close-ups. Photographs will also be required of the finished works at the completion of the project. <i>(Council uses photographs of heritage properties to promote heritage in the local area. Please indicate on the application form if you agree for this to occur.)</i></p> <p>Complete the application form and keep a copy for your records.</p>
Submitting application	<p>You can email your completed application, including digital images, to: landuseadmin@qprc.nsw.gov.au</p> <p>Or</p> <p>Mail to: Local Heritage Places Grants, PO Box 90, Queanbeyan NSW 2620</p>
Processing of application and finalising project	<p>All projects will be assessed by a panel of the Heritage Advisory Committees and recommendations will then be approved at a Council meeting. Once approved, a funding offer and agreement will be sent to all successful applicants. Projects can commence once the signed funding agreement has been received by Council.</p> <p>All projects must be completed and funding claimed by 22 April 2022.</p>



	All applicants will be notified of the outcome of their application, including unsuccessful applicants.
If successful	Your project may require Development Approval and you <i>must</i> discuss your project with one of Council's Heritage Advisors. To make an appointment phone 6285 6276 .

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.5 DETERMINATION OF APPLICATIONS FOR THE LOCAL
HERITAGE PLACES GRANTS 2021-22

ATTACHMENT 4 APPLICATION FORM - LOCAL HERITAGE GRANT 2021-22



Office of
Environment
& Heritage



**Queanbeyan-Palerang Regional Council Local Heritage Places Grant
Application Form**

(please refer to the application guidelines before completing this application)

Applicant Details

Contact Name:

Company Name: (if applicable)

Postal Address:

Phone: (H/W) Mobile:

Email:

ABN registered name: (if applicable)

ABN: (if applicable)

GST registered? ☐ Yes ☐ No

I agree to Council using the photographs of my property to promote Heritage in the local area

☐ Yes ☐ No

Project Address

No: Street:

Suburb:

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

Owner's name:

Contact details:

Signature:

Date:

OFFICES
144 Wallace St, Braidwood
10 Majara St, Bungendore
256 Crawford St, Queanbeyan

POSTAL
PO Box 90, Queanbeyan NSW 2620

PHONE
P: 1300 735 025

EMAIL/WEB
W: www.qprc.nsw.gov.au
E: council@qprc.nsw.gov.au

ABN 95 933 070 982

<p>Project Proposal (Briefly describe the proposed project)</p> <p>Project scope of works:</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>.....</p> <p>Estimated cost of project: \$.....</p> <p>Note: Grant amounts will be proportionate to the overall number of applications received and will not exceed 50% of the cost of the project.</p> <p>Funding equity and cost effectiveness:</p> <ul style="list-style-type: none"> Will your project proceed without this funding assistance? <div style="float: right;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div> Are you receiving funding or support from other sources? If yes please name source. <div style="float: right;"> <input type="checkbox"/> Yes <input type="checkbox"/> No </div>

<p>Photographs and Quotes</p> <p>Photographs of your project: Attach current photos of the property and the area of the proposed work, photos will also be required at the completion of the work</p> <p>Quotes: Attach 2 quotes for the proposed work from registered businesses. If chosen to receive funding, you must use the supplier who gave the quote accepted and provide paid tax invoices at completion.</p>
--

<p>Building History</p> <p>History of your building: Attach any historical information you have regarding your building</p>									
<p>Eligibility</p> <p><i>To be eligible for funding you must answer YES to at least ONE of the following:</i></p> <table> <tr> <td>Is the item in a conservation area</td> <td><input type="checkbox"/> Yes</td> <td><input type="checkbox"/> No</td> </tr> <tr> <td>Is the item listed in the QLEP 2012 or PLEP 2014</td> <td><input type="checkbox"/> Yes</td> <td><input type="checkbox"/> No</td> </tr> <tr> <td>Is the item listed on the State Heritage Register</td> <td><input type="checkbox"/> Yes</td> <td><input type="checkbox"/> No</td> </tr> </table>	Is the item in a conservation area	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is the item listed in the QLEP 2012 or PLEP 2014	<input type="checkbox"/> Yes	<input type="checkbox"/> No	Is the item listed on the State Heritage Register	<input type="checkbox"/> Yes	<input type="checkbox"/> No
Is the item in a conservation area	<input type="checkbox"/> Yes	<input type="checkbox"/> No							
Is the item listed in the QLEP 2012 or PLEP 2014	<input type="checkbox"/> Yes	<input type="checkbox"/> No							
Is the item listed on the State Heritage Register	<input type="checkbox"/> Yes	<input type="checkbox"/> No							

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

- I will complete and claim my project funding by 22 April 2022 ☐ Yes ☐ No
- I acknowledge that I may be required to obtain Council development approval for these works (separate to funding offer) and that the work is subject to the advice of Council's Heritage Advisor ☐ Yes ☐ No
- I agree to provide Council with **paid** invoices upon completion of work to receive reimbursement of the grant. ☐ Yes ☐ No

Funding Priorities

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

- require urgent maintenance
- form part of the heritage precinct
- are for items with public access and visibility
- are required for upgrades to comply with the Building Code Australia. (Refer to the guidelines)

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

a) Urgent maintenance works to avert management risks e.g. severe deterioration

b) Part of a heritage group or precinct

c) An item with public access and visibility

d) Upgrades to meet Building Code Australia compliance

Common Selection Criteria For All Projects (Please answer **ALL** the criteria)

I have received Council funding support for this item in the last 5 years ☐ Yes ☐ No

Sustainable long term heritage benefits.

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

Public benefit and enjoyment.

- Describe how your project will increase opportunities for learning, access, enjoyment and encourages positive community attitudes.

Innovation and leadership.

- Describe how your project will lead to a positive change in community attitudes and actions towards heritage.

Capacity and commitment to undertake the project.

- Do you have the time and project and management skills to successfully undertake this project? ☐ Yes ☐ No
- Will your project be **completed** within the funding time frame and be **fully claimed** by **22 April 2022** ☐ Yes ☐ No

Application Closing Date

Applications must be received by close of business **Friday 8 October 2021**.

Declaration

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

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

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

I have attached ALL requested documentation ☐ Yes ☐ No

Signature:

Date:

Submitting Your Application

Application forms and accompanying information should be submitted via:

Email: landuseadmin@qprc.nsw.gov.au (subject line *Local Heritage Places Grant*)
or

Post: Local Heritage Places Grants, PO Box 90, Queanbeyan NSW 2620

If you require any further information please contact Council's Land-Use Planning Section on 6285 6276

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.5 DETERMINATION OF APPLICATIONS FOR THE LOCAL
HERITAGE PLACES GRANTS 2021-22

ATTACHMENT 5 PROJECT FUNDING AGREEMENT TEMPLATE - LOCAL
HERITAGE GRANTS 2021-22



**Queanbeyan Palerang Regional Council Local Heritage Fund
2021-22**

Project Funding Agreement

*This **Funding Agreement** has been prepared specifically for your project and outlines the funding offer from Council. This **Funding Agreement** must be read in conjunction with any **Special Conditions** included for your project and the attached Standard Conditions.*

Project no:
Project name:
Applicants name:
Project address:
Postal address:
Phone:
Mobile:
Email:
ABN:

Total project value \$
Heritage Funding is \$
Your **Minimum** contribution is \$

Should the value of your project change, new quotes *MUST* be submitted to Council, as the level of funding provided may also change.

Purpose of the funding:

Final date for project completion: 22 April 2022

Special conditions for your project: If you do not proceed with the project as outlined in your application you will need to submit new quotes to ensure the work does not negate the funding agreement.

Other approvals required for your project: N/A or DA



Standard Conditions Applying to Local Heritage Fund Projects

By entering into this Funding Agreement, you agree to comply with the following conditions:

THE PROJECT FROM START TO FINISH

- | | |
|--|---|
| 1. Acceptance of offer | You must accept this funding offer within 2 weeks, otherwise it will be withdrawn. |
| 2. Project approvals | If necessary, you agree to separately arrange for appropriate works approvals for this project as required by the Council planning and building requirements and the Heritage Act. |
| 3. Project milestone dates | You agree to meet the following project milestone dates. You also acknowledge that the Queanbeyan Palerang Regional Council Local Heritage Fund operates on an annual budget allocation and Council cannot carry forward any unclaimed funds for your project. If you fail to meet the milestone dates your funding may be reviewed or revoked. |
| Milestone 1 | Notify Council when you have commenced your project. |
| Milestone 2 | Report progress on your project to Council by 18 March 2022 . |
| Milestone 3 | Project completion and all funding must be claimed from Council by 22 April 2022 . |
| 4. Progress report/s | You must provide a brief verbal or written progress report/s on your project as requested by Council. |
| 5. Project compliance certification | When your project is completed and before Council will pay your funding, Council's heritage officer or heritage advisor must inspect your project and complete a Project Compliance Certification form. Photos of the completed work must accompany your paperwork when making your claim for the grant funding. |

FINANCES

- | | |
|--|---|
| 6. Advising of changes in the source and/or amount of funding | You must advise the Council of any changes to the financial resources and arrangements stated in your application. |
| 7. GST | The Council considers the full cost of the project to be the GST inclusive amount. |
| 8. Claiming your grant funding | You must submit paid invoices for reimbursement. You also agree that unless requested, and the Council agrees, all cheques or electronic transfers will be made payable to you or your ABN registered name. |



OPERATIONAL ISSUES	
9. Revocation of funding	<p>You agree that this financial assistance may be reviewed or revoked at any time under any one or more of the following circumstances:</p> <ul style="list-style-type: none"> • failure to provide signed agreement by the due date; • unsatisfactory work; • failure to meet time schedules; • failure to provide progress reports; • non-disclosure or misleading or false disclosure of information; • failure to meet the minimum \$ for \$ spend; • inadequate additional funding being provided from another source. <p>You also agree that where monies have been advanced, you are obliged to refund those monies within 30 days of receiving the notice of revocation of this funding.</p>
10. Reusable equipment	<p>You agree that funding provided for this project is not to be used for expenditure on reusable equipment without the prior written approval of the Council. If approved, resale of such equipment and refund of moneys to the Council may be required.</p>
11. Transactions between persons not at arm's length	<p>You must advise the Council immediately of any transaction where the applicant and another party, or parties, to any transaction involving expenditure on this project are not dealing with each other length at arm's length eg paid work by a relative. If the Council considers that the expenditure exceeds the amount that would have been incurred if the parties had been dealing with each other at arm's length, the Council may disregard the excess in any claim made to the Council.</p>
12. Acknowledgment of funding	<p>You agree to acknowledge the funding assistance during the project and upon completion in any form required and approved by the Council.</p>
13. Publicity	<p>Council may publicise your project and use your photographs through its newsletter, website, media releases and liaison with journalists.</p>
14. Project signage	<p>At the commencement of your project, you agree to erect a temporary Council sign (where provided by Council) acknowledging the local heritage funding assistance.</p>
15. Copyright - non-exclusive license	<p>For publications or signage projects, you will supply the appropriate permissions (non-exclusive license to Council) to use certain copyright material created as part of this funded project.</p> <p>[Copyright owners of material such as written material, photographs, music or moving images can assign or license their rights in copyright material. Copyright protects the form in which an idea or information is expressed, not the idea or information itself.]</p>
16. Best practice heritage and project management	<p>You agree that all work must be carried out in a best practice heritage manner and in particular to accord with the publication called <i>How to</i></p>



	<p><i>Carry out Work on Heritage Buildings and Sites</i> available to download from the Heritage Branch website</p> <p>www.heritage.nsw.gov.au/publications</p> <p>You also agree to administer the project in accordance with best practice management.</p>
17. Engagement of a heritage specialist	<p>If required as part of your project you agree to engage a heritage specialist to supervise and provide advice on the heritage aspects of the project. You agree to ensure that the heritage specialist:</p> <ul style="list-style-type: none"> a. Has appropriate qualifications, skills and experience to supervise your project; b. Will provide appropriate technical advice to ensure that best practice heritage conservation methods are followed as set out in the Heritage Branch publication "<i>How to Carry Out Work on Heritage Buildings and Sites</i>". This refers to the Australia ICOMOS Burra Charter. Download this publication at http://www.heritage.nsw.gov.au/13_index.htm c. Agrees to prepare and/or endorse the updated work schedule and costings for this project included in this funding Agreement, if needed. d. Agrees to supervise the project and complete the Project Compliance Certification for the funding payment.
18. Long term protection and heritage listing	<p>You agree, and, if you are not the owner, the owner also agrees:</p> <ul style="list-style-type: none"> a. To take all reasonable measures to protect in perpetuity the item for which this assistance is granted; b. Not to undertake any work, including subdivision, to the item, its site and any moveable heritage items (hereinafter called "heritage items") on the site which would adversely affect their heritage significance; c. To actively support and not to object to the inclusion of the item in a Local or Regional Environmental Plan; or to listing of the heritage item/s on the NSW State Heritage Register under the NSW Heritage Act, 1977; or to an order on the item under the Heritage Act, 1977.
19. Insurance	<p>You agree to insure and keep insured at all times the item for which this funding is granted, unless the Council approves otherwise.</p>
20. Compliance regulators	<p>You agree to comply with all requirements of other regulatory agencies and you agree that this agreement and any related matters do not override your requirement to do so.</p>

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting
Attachment

10 NOVEMBER 2021

ITEM 8.6 STREET NAMING PROPOSAL - ESTATE 2 STAGE 1 - SOUTH
JERRABOMBERRA URBAN RELEASE AREA

ATTACHMENT 1 PROPOSED STREET NAMES - SOUTH JERRABOMBERRA
ESTATE 2 STAGE 1

Road Name	Road Type	Suburb	Origin
Fuchsia	Crescent	Tralelee	Theme: Flora; Common Name: Fuchsia; Scientific Name: Fuchsia; Source: www.anbg.gov.au
Ironstone	Circuit	Tralelee	Theme: Flora; Common Name: Ironstone (Range) – Coffee Bush; Scientific Name: Breynia cernua; Source: www.flowerpower.com.au
Lavender	Lane	Tralelee	Theme: Flora; Common Name: Lavender; Scientific Name: Lavandula; Source: www.flowerpower.com.au
Photinia	Street	Tralelee	Theme: Flora; Common Name: Photinia; Scientific Name: Photinia; Source: www.flowerpower.com.au
Pimelea	Road	Tralelee	Theme: Flora; Common Name: Rice Flowers; Scientific Name: Pimelea; Source: www.anbg.gov.au

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.6 STREET NAMING PROPOSAL - ESTATE 2 STAGE 1 - SOUTH
JERRABOMBERRA URBAN RELEASE AREA

ATTACHMENT 2 ROAD NAME ALLOCATION - SOUTH JERRABOMBERRA
ESTATE 2 STAGE 1



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.7 ROAD NAMING PROPOSAL - MADDRELL PLACE,
 BRAIDWOOD

ATTACHMENT 1 SUBMISSIONS - REDACTED

Submissions Received 'Foxton Place' (proposed)

1.

I refer to the recently advertised proposal to name a new street in Braidwood and without reflecting in any way on the name proposed, I request that consideration be given to using the name Chapman in place of Foxton.

Sir Austin Chapman was an eminent Braidwood resident who served with distinction on all three levels of government, as a Braidwood Municipal council alderman, the state member for the then Braidwood electorate and as the first federal member for Eden Monaro.

John Gale, widely acknowledged as the father of Canberra, attributes the support of Chapman as crucial to the selection of Canberra as the location of the Federal government. In his 1927 book Canberra History and Legends, Gale states: -

"To the memory of the Late Honourable Sir Austin Chapman, M.H.R., Whose powerful political championship of Canberra as Pre-eminently the best site for the Commonwealth of Australia's Seat of Government Materially Aided the efforts of the Author in this Direction.

This Volume is Gratefully Dedicated."

I have attached an article which I recently wrote about Chapman which was published in the Braidwood Changing Times newspaper.

Despite his prominence in the progress and development of Braidwood there is no recognition of this outstanding man evident in the town, accordingly I believe it is opportune at this time to provide that recognition by naming the new street in his honour,

Thank you for the opportunity of providing this submission

Yours faithfully



6 October 2021

2.

Reading the Agenda for the Council meeting this week (Yes I do that!) I noticed the application to name the cul-de-sac in the new development on Wilson St "Foxton Place."

I'm just wondering if we could have a more inclusive process in future for naming new streets? Personally in 50 years of living here I've never heard of Mr Robertson, and I don't think he's well-known in Braidwood's history. I'm always surprised that James Larmer, who was a really central part of the early history of the town (he designed the town layout, built and owned the building which is now the museum etc) has no street named after him.

I also think there would be strong support for naming new streets using words from the local indigenous language.

Is it the usual practice to ask a developer to name the streets? Can we be more inclusive and consult with the community in future?

Thanks for considering this suggestion.

Regards,

[REDACTED]

[REDACTED]

Braidwood Community Association.

21 September 2021

Hi,

Just to confirm that the name "Foxton" was rejected by the BCA Committee and several others with an interest in Braidwood's history. It was agreed by all that there are other more suitable names. The name Maddrell has been supported as an alternative. I consulted [REDACTED] as a representative of the Braidwood Historical Society, and he has given his support.

The Maddrell family has a long history in the district, and there are members of the family still living here. John Maddrell has given his support via a conversation with Margaret. Do we need to get this in writing from him?

Thanks [REDACTED] for your help with this. As [REDACTED] has said, we'll work on a list of names to be used for new streets in the future.

[REDACTED]

[REDACTED]

Braidwood Community Association

20 October 2021

3.

Hi All,

The first question I would like to ask is and I don't mean to appear rude but? 'Who determines the new names of streets in Braidwood is their consultation within the Braidwood Community. Surely the Braidwood Historical Society/Heritage Museum and Braidwood Community Association should be included in research and or communications. This is now the 21st Century and there should be inclusiveness in determining new street names.

I agree with [REDACTED] - James Larmer was one of the oldest surveyors in the colony in addition to the Museum Building there is also 42 Wallace St 'James Larmer Building' the old stone building just past IGA Liquor Store, which is identified on the Braidwood Heritage Map. A person who designed our town layout should obviously have a street named in his honour.

I note that the streets in the Ridge are relevant families within the district which is great as there descendants are still here and valid members of the community.

According to TROVE the only clipping for Braidwood Dispatch and Mining Journal is Friday 18th July 1930

TOLL OF THE MOTOR

William Foxton Robertson, retired

Police Magistrate, was killed by a

motor car near his home at Ryde

last night. In 1875 he was Clerk of

Petty Sessions at Braidwood.

If his descendant is Ian Robertson the original proprietor of D&S Motors there may be some validity, trying to contact Rene regarding this.

Why is Foxton chosen as this is his middle name and something which most people would not know whereas Robertson is an obvious name within the community.

[REDACTED]

Braidwood and Villages Tourism

[REDACTED]

21 September 2021

Hi [REDACTED],

After clarification of family names and ensuring that they are not duplications within the QPRC we have selected the following for 5 Wilson Street.

Maddrell

Background (source: Bedervale Heritage Notes and Trove)

Robert Maddrell was born in 1819 on the Isle of Man died 1900. He immigrated to Australia and settled at Bedervale, Braidwood NSW.

He married Elizabeth Coghill the daughter of Captain John Coghill then owner of Bedervale.

When Captain John Coghill died in 1853 Robert Maddrell and Elizabeth inherited Bedervale. Their son Dr Robert James Coghill Maddrell was educated at Macquarie Fields School upon completion of his studies, he returned to Bedervale and became actively interested in pastoral pursuits under the supervision of his father later taking over the management of the property. In 1973 Robert Arthur Coghill Maddrell sold Bedervale to the Royd's family.

John Coghill Maddrell of Braidwood is the eldest descendant in the region. I have contacted him and he has no objections; in fact he is delighted. John can be contacted on (02) [REDACTED].

Therefore we are submitting this request for 5 Wilson St; which currently has the suggestion of Foxton Place to be named Maddrell Place.

Regarding additional street names for Braidwood, we still need to check the region to ensure the recommendation is not a duplicate, date of death and contact person for authorization.

We should be able to forward a list of up to 5 more by the end of October 2021.

Kind regards

[REDACTED]

Braidwood & Villages Tourism

Member of Braidwood Community Association

[REDACTED]

Monday 18 October 2021

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.8 DRAFT MOBILE FOOD VENDING POLICY FOR ADOPTION

ATTACHMENT 1 SUMMARY OF SUBMISSIONS AND COMMENTS FOLLOWING
EXHIBITION

	Major Issues Raised	Submission	Recommended Action
1.	Scope clarification	Council received approximately 10 phone calls regarding the draft policy all relating to how this would impact mobile food vendors at preorganised events, on private land, or on Council property with permission from a separate Council approval/booking system.	Exempted mobile food activities listed in the draft policy include operating at preorganised events, on private land, or on Council property with permission from a separate Council approval/booking system. Title of Policy clarified and scope amended to provide greater clarity.
2.	Speed limit restriction	I thought the speed limit of 50 kph for the appropriate location was a bit harsh and that a 60 kph should be acceptable.	Noted. The 50km speed limit restriction prevents mobile food businesses from trading on heavy traffic roads that may pose a road safety risk.
	Signage	I also thought that signage, within reason, should be allowed even detached from the vending vehicle, as it would allow warning to potential customers to slow and make plans to stop.	Roadside signage is already restricted by existing NSW planning laws and so this policy cannot override these restrictions.
3.	Operating near residential properties	Operation should not be permitted within residential areas or within 200 metres of housing unless operating at a registered market and only with market hours.	The policy prevents mobile food vendors from permanently operating in a public space either directly in front or across the road from any residential property. They can however sell food in front of a residential property if they are legally parked and only trading for short periods of time. An exclusion of 200m of residential areas would be too restrictive.
	Safe parking	The area occupied by the van, its customers and their vehicles should be large enough to safely accommodate the van, its customers and their vehicles well off the road.	Noted.
	Suitable setup and parking	The area used by the van, its customers and their vehicles should not occupy a road verge unless the area is surfaced to prevent continual damage to the verge.	Section 6.5 list appropriate setup locations.
	Alternative arrangements	While QPRC's intention to encourage more businesses in the area is commendable, there are many empty shopfronts in the LGA which could be utilised for new businesses. Should council specifically wish to encourage more mobile food vans then QPRC	Noted.

	Regular monitoring	<p>must provide suitable and safe venues that are outside residential areas.</p> <p>Active oversight by QPRC Compliance Officers should be conducted on at least a three monthly basis to ensure all conditions of operation are being followed.</p>	<p>Noted. The food van are placed in Councils food register and inspection as part of Council food safety inspection program. Compliance with the approval would be assessed at this time.</p>
4.	Delivery restrictions	<p>I have read and discussed the draft of the mobile food vending policy with my supervisor and staff member. We only have one area of concern with the drafted policy, section 6.10 Deliveries. As we are a small business most of our stock deliveries are sourced out of Braidwood, as we are a regional town there aren't local suppliers. We have a once a week delivery from Bidfood Canberra (Dry/Frozen Goods) - Wednesday Morning anywhere from 7am-9am, depending on how many other local deliveries the driver has. This delivery has to be checked and signed off by a staff member, we are unable to have this delivered to our base as it must be checked and as it is a weekly delivery, we often need all of the delivery items packed straight into the van. The same goes for our Milk delivery from Batemans Bay - Monday, Wednesday and Friday anywhere from 7am-10am. This delivery is packed straight into the food van, as we have limited refrigeration storage, and we only hold enough stock for two days. Once we have received these deliveries, they are checked, signed off and packed straight into the food van refrigerators, freezers and dry storage areas. It is just not viable for the business to have a staff member waiting at the base for the delivery, which then has to be brought back to the van anyway, due to the stock needing to be stored in the van as there is no storage at the base.</p>	<p>Noted. The restriction on delivery options are to ensure traffic and pedestrian safety. Possible options could be to have the delivery van lawfully park close by. This will depend on the operational location of the mobile food vendor. Wording of Section 6.10 amended to allow for deliveries at mobile locations where specifically included in approval.</p>

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.8 DRAFT MOBILE FOOD VENDING POLICY FOR ADOPTION

**ATTACHMENT 2 MOBILE FOOD VENDING POLICY PROPOSED FOR
ADOPTION**



Mobile Food Vending Policy

Section 68 (F7) Activity Approval

Date policy was adopted:		CEO Signature and date
Resolution number:		
Next Policy review date:	2026/2027	
Reference number:		
Strategic Pillar	Character	
Responsible Branch	Natural Landscapes and Health	DD/MM/YYYY

This is a controlled document. Before using this document, ensure it is the latest version by checking QPRC's intranet, website or Electronic Document Register Management System. Printed or downloaded versions of this document are uncontrolled.

qprc.nsw.gov.au

Mobile Food Vending Policy

1 OUTCOMES

- 1.1 Minimise any potential adverse impacts to the community from mobile food vending vehicles trading in a public place.
- 1.2 Establish guidelines that enable safe and lawful mobile food vending in public places.
- 1.3 Promote mobile food vending throughout the area without adversely impacting existing fixed food businesses or residential amenity.

2 POLICY

- 2.1 There has been a surge in mobile food vending in Australia and this has resulted in Queanbeyan Palerang Regional Council receiving a significant increase in enquiries and applications regarding mobile food vending.
- 2.2 This policy aims to provide a framework for those wanting to operate a mobile food vending business within the Queanbeyan-Palerang Regional Council local government area.

3 SCOPE OF THE POLICY

- 3.1 This policy covers the approval required for sale of food from a mobile vending vehicle that would be located on any public place within the Queanbeyan Palerang Regional Council area.
- 3.2 The policy will address exemptions to the approval that would allow mobile food vending trading without the need for a section 68 activity approval under the *Local Government Act 1993*.
- 3.3 This policy applies to only part F7 within section 68 of the *Local Government Act 1993*.

4 DEFINITIONS

- 4.1 **The policy** – This Mobile Food Vending Policy.
- 4.2 **Approval** – A mobile food vending approval under section 68 (F7) of the *Local Government Act 1993*.
- 4.3 **Council** – Queanbeyan Palerang Regional Council.
- 4.4 **Similar food product** – Any food that is similar by means of its type (burger, stir fry, coffee) or cuisine.
- 4.5 **Public Place** - Means:
 - a) a public reserve, public bathing reserve, public baths or public swimming pool, or
 - b) a public road, public bridge, public wharf or public road-ferry, or
 - c) a Crown reserve comprising land reserved for future public requirements.

Mobile Food Vending Policy

- 4.6 **Sale of food** – As defined under the *Food Act 2003*.
- 4.7 **The Act** — *Local Government Act 1993*.
- 4.8 **Mobile food vending vehicle** – a road registered vehicle that has a prefabricated food processing area permanently setup within the vehicle.

5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- 5.1 *Local Government Act 1993*.
- 5.2 *Food Act 2003*.
- 5.3 *Roads Act 1993*.
- 5.4 *Road Rules 2014*.
- 5.5 *Road Transport (Vehicle Registration) Regulation 2017*.
- 5.6 *State Environmental Planning Policy (Exempt and Complying Development Codes) 2008*

6 CONTENT

6.1 Application submission

- 6.1.1 Applications for a mobile food vending approval under section 68 (Part F7) of the Act must:
 - a) Be made on the approved “Activity Approval” Application form available on Councils website.
 - b) Be accompanied with the following additional documentation:
 - i) Proof of current vehicle registration.
 - ii) Proof of current public liability insurance of \$20,000,000 per occurrence or with respect to any one claim.
 - iii) A cover letter detailing the type of food, proposed operating times and days, description of method of operation and proposed methods of traffic/pedestrian impact management.
 - c) A map detailing all proposed locations of trade.
- 6.1.2 The approval will last one year (12 months) from the date noted on the approval. The approval will cease to be valid after 12 months and a new application form, fee, and supporting documentation must be provided if the applicant wishes to continue trading.
- 6.1.3 Applications must be made to Council’s general email at Council@qprc.nsw.gov.au or in person to one of the Council customer service counters.

Mobile Food Vending Policy

6.2 Fees and Charges

- 6.2.1 The application fee for a section 68 (F7) approval is listed in the current Council schedule of Fees and Charges that can be found on Council's website.
- 6.2.2 Failure to pay the fee within 28 days will result in Council cancelling the mobile food vending approval application and should the applicant wish to gain an approval a new application will have to be submitted to Council.
- 6.2.3 Council will not issue a refund of any fees paid if the business is sold or transferred. A new owner of the mobile food vending business must make a new application and pay the appropriate fees for the approval.
- 6.2.4 Mobile food vending vehicles garaged within the Council local government area will also be inspected as part of Council food safety inspection program under the *Food Act 2003*. Inspection fees apply in these circumstances and are listed in the current Council schedule of Fees and Charges.

6.3 Exemptions

- 6.3.1 There are no exemptions given to mobile food vendors when trading on a public place within the Council area however, a mobile food vendor does not need a mobile food vending approval if they are:
 - a) Trading wholly within the boundary of private land and in compliance State Environmental Planning Policy (Exempt and Complying Development Codes) 2008.
 - b) Trading at a Council approved preorganised event.
 - c) Trading within a park, sporting field or other public place under a separate booking system/approval specifically with the Council.

6.4 Application approval criteria

- 6.4.1 For Council to approve a mobile food vending application the following criteria must be met:
 - a) All supporting documentation listed in section 6.1 of this policy has been submitted and the application fee has been paid.
 - b) The indicated trading location/s meet the conditions listed in section 6.5 of this policy.
 - c) Compliance with the NSW Food Authority Guideline for Mobile Food Vending Vehicles, July 2020 (revisions or creation of a new guideline will supersede this guideline).
 - d) A satisfactory mobile food vending inspection prior to final approval. Vendors will be required to organise a time with Council to attend the Council offices for an inspection of the mobile food vending vehicle.

Mobile Food Vending Policy

6.5 Appropriate locations for trading

- 6.5.1 Trading must not occur on any road or road related area with a speed greater than 50kph.
- 6.5.2 Trading must not occur on a road or road related area owned by Transport for NSW (official rest areas/stops are appropriate with Transport for NSW approval).
- 6.5.3 Trading cannot occur within the CBD area of Queanbeyan (see appendix A).
- 6.5.4 Mobile food vehicles cannot be located within 100m of a fixed food business that sells any similar food products.
- 6.5.5 Mobile food vehicles located on the road in front of or across from a residential property can only remain if customers are being served. Once customers have been served the food vehicle must move to another location (minimum 100m away) and must not return to a previous location for at least 1 hour.
- 6.5.6 Mobile food vehicles must comply with existing road rules and parking restrictions, including no parking on footpaths or across driveways.
- 6.5.7 Trading must not occur within "School Zones" as defined by section 23 of the Road Rules 2014.
- 6.5.8 Customer parking and pedestrian safety will be considered with all trading locations and may impact suitability of a location.

6.6 Complaints received by Council

- 6.6.1 Should Council receive complaints regarding the operation of a mobile food vehicle, an investigation will be undertaken to determine the validity of the complaint. If Council determines that the complaint is valid Council may modify or revoke the approval.
- 6.6.2 Complaints that may result in an investigation are those which relate to non-compliance with the conditions of the approval or any other issue that falls within the scope of section 109 of the *Local Government Act 1993*.

6.7 Objections from the public

- 6.7.1 If Council receives 5 similar objections from the public (separate households) regarding the approval, then the objections and approval may be referred to a Council meeting for consideration which may result in modification of the existing approval.

6.8 Mobile food vending vehicle dimensions

- 6.8.1 The dimensions of a mobile food vending vehicle must not exceed the length of 7m and must not be wider than 2.5m. It is the responsibility of the operators to check local restrictions on parking times based on vehicle length and weight prior to trading.

Mobile Food Vending Policy

6.9 Hours of operation and duration

- 6.9.1 Trading can only occur during daylight hours. Trading after sunset or before sunrise is not permitted. This is to mitigate safety issues.
- 6.9.2 A mobile food vending vehicle must return to its garaged address or other suitable private property parking arrangement at the end of each day.

6.10 Deliveries

- 6.10.1 No deliveries are to be received when trading except where specifically authorised in the approval. All mobile food vehicles are to arrive at their locations fully equipped.

6.11 Prohibited items for sale

- 6.11.1 No mobile food vending vehicle operator is permitted to sell the following when operating under this approval:
 - a) Alcohol products that require a liquor licence or equivalent licence.
 - b) Tobacco products.

6.12 Signage or advertisement

- 6.12.1 No sign or display may be erected which is not attached to the mobile food vending vehicle.
- 6.12.2 No flashing or rotating lights for attracting customers or advertisement, other than those required under the *Road Transport (Vehicle Registration) Regulation 2017*, are permitted on the mobile food vending vehicle.

6.13 Amplified sound equipment and car horns

- 6.12.3 The mobile food vehicle must not use any amplified sound equipment or car horn for the purpose of attracting or notifying customers.
- 6.12.4 Any amplified sound equipment used when the mobile food vending vehicle is stationary must not be able to be heard by existing businesses or residential properties.

6.14 Issuing of approval

- 6.14.1 Each approval is specific to each mobile food vending vehicle and is not transferable to other vehicles.
- 6.14.2 This policy addresses only the use of a standing vehicle or any article for the purposes of selling food in a public place.
- 6.14.3 Approval cannot be transferred to another person or corporation.
- 6.14.4 The approval is only valid for the Queanbeyan-Palerang Regional Council local government area.
- 6.14.5 The approval will last for 12 months from the date of commencement noted on the approval.

Mobile Food Vending Policy

- 6.14.6 The approval does not grant permission to trade within Council owned or managed parks or reserves. Separate approval must be sought from the Council for use of such areas.
- 6.14.7 Modifications to the mobile food vending vehicle internal layout or major changes to the type of food preparation within the vehicle requires prior agreement by Council's Environmental Health section.
- 6.14.8 Any change of applicant details (contact information, registered address, etc.) must be updated with Council and may require modification of the approval.
- 6.14.9 Approvals will be issued subject to conditions including, but not limited to, compliance with this policy.

6.15 Right of appeal

- 6.15.1 The applicant can object to the application of regulations and local policies on the approval. Any objections must be made in accordance with section 82 of the *Local Government Act 1993* and in writing to the Service Manager of Natural Landscapes and Health via Council@qprc.nsw.gov.au

7 REVIEW

- 7.1 This policy will be reviewed every four years or earlier as necessary if:
 - a) legislation requires it, or
 - b) Council's functions, structure or activities change

Mobile Food Vending Policy

APPENDIX A

QUEANBEYAN CBD MAP (INDICATED IN BLUE)



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 8.9 RESOURCING STRATEGY 2021

ATTACHMENT 1 DRAFT RESOURCING STRATEGY 2021



Draft Resourcing Strategy

2022-2027

qprc.nsw.gov.au

DRAFT RESOURCING STRATEGY 2022-27

Table of Contents

Executive Summary	5
Workforce Strategy	9
Key Issues	9
Actions	9
Asset Strategy	10
Key Issues	10
Actions	10
Long Term Financial Plan	11
Key Issues	11
Actions	11
ICT Strategy	12
Key Issues	12
Actions	12
Risk Management Strategy	13
Key Issues	13
Actions	13
Context.....	14
Background	14
Our approach to the Resourcing Strategy	16
Drivers and Pressures	17
Affordability	17
Service Provision and Levels of Service	17

DRAFT RESOURCING STRATEGY 2022-27

Stakeholder Expectations	18
Workforce	18
Natural Disasters	18
Local Government Indices	19
Workforce Management Plan	20
Overview	20
About our organisation	22
Workforce analysis	22
Action plan	24
Asset Management Strategy	26
Council's Assets	26
Principles:	27
Customer	28
Growth	28
Standards	28
Financial	28
Risk	29
Priority Settings	29
Long Term Financial Plan	30
Financial Sustainability	30
Structural Deficit	31
Scenario Planning	31
ICT Strategy	33

DRAFT RESOURCING STRATEGY 2022-27

Risk Management Strategy	34
Culture.....	34
Governance.....	34
Architecture	34
ERM and QPRC Values	35
Setting the Context.....	35
Drivers for managing risk:.....	37
Legislation:.....	37
Insurance.....	37
Performance	37
Stakeholder expectations.....	37
Customer-centric focus	37
Strategic Statements and Approach	37
Vision.....	37
Mission	37
Objectives	38
Principles:.....	38

DRAFT RESOURCING STRATEGY 2022-27

Executive Summary

The *Local Government Act 1993* requires NSW councils to prepare a Resourcing Strategy.

The recently updated Integrated Planning and Reporting Guidelines describe the Resourcing Strategy as:

The Resourcing Strategy is the point where the council explains to its community how it intends to perform all of its functions, including implementing the strategies set out in the Community Strategic Plan.

Some strategies in the Community Strategic Plan will clearly be the responsibility of the Council, some will be the responsibility of other levels of government and some will rely on input from business and industry groups, community groups or individuals.

The Resourcing Strategy focuses in detail on matters that are the responsibility of the council and considers, in general terms, matters that are the responsibility of others. The Resourcing Strategy articulates how the council will allocate resources to deliver the objectives under its responsibility.

QPRC's Resourcing Strategy has identified five key components consisting of:

- **Workforce Strategy** - aims to provide the Council with the people best able to inform its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.
- **Asset Strategy** – takes a 'whole of life' asset management from planning, purchase, operation, and maintenance to disposal of assets. It also encompasses integration of asset and service outcomes.
- **Long Term Financial Plan** - long term community aspirations and goals are tested against financial realities, and decide what resources councils need to influence and work with other parties
- **ICT Strategy** – identifies what digital and process tools mobilise delivery of services by staff and access to information by community
- **Risk Management Strategy** – establishes governance and assigns accountabilities for management of risk, and identification of risk appetite

Those component strategies were revised and refreshed across 2019-21. The ideal climate for making decisions is one of certainty, where the outcome of each alternative is known. The reality is that our environment is constantly changing and decisions are made to adjust to these changes. Dealing with uncertainty and risk is an integral part of decision-making.

DRAFT RESOURCING STRATEGY 2022-27

The Resourcing Strategy and its component strategies has been prepared utilising the DPSIR Model which is an analytical framework that identifies the relationship between Drivers (underlying needs), Pressures (activities), States, Impacts and Responses.

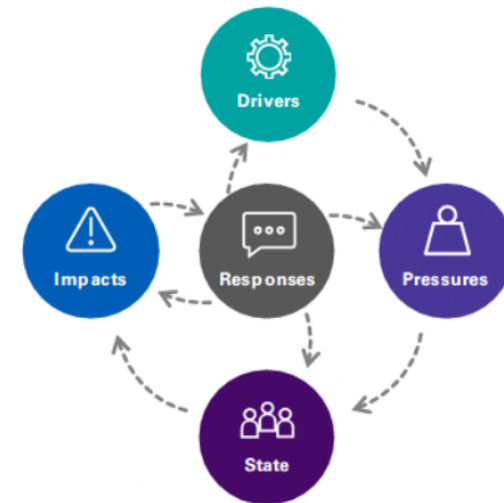
The DPSIR Model has been applied to the five components of the Resourcing Strategy so that the community can see the impacts and responses which apply to the Council's workforce, assets, finances, technology/systems and risk management.

Assumptions for the Resourcing Strategy which influence workforce, asset and financial projections include:

- Population and property growth forecasts
- Anticipated levels of local economic growth
- Age profile and skill levels of staff
- Major planned expenditure, such as capital works and renewals
- Federal, State and regional economic forecasts
- Inflation forecasts
- Interest rate movements

The five component strategies which make up QPRC's Resourcing Strategy have a number of common drivers, pressures and impacts, in turn nominating a number of responses that may be integrated.

The table below summarises the high level drivers, impacts and responses common to the component strategies, updated with contemporary issues and circumstances such as the pandemic.



DRAFT RESOURCING STRATEGY 2022-27

Table 1: Drivers, Pressures, Impacts and Responses

Drivers	Pressures	Impacts	Response
Development and Population Growth	<ul style="list-style-type: none"> Residential development Increased service consumption Increased load on assets Developer contributions – gifted assets 	<ul style="list-style-type: none"> Increased use of resources Deteriorated asset condition Increased asset servicing and depreciation costs (operational, MRR) Increased population servicing costs 	<ul style="list-style-type: none"> Strategy-led (Regional Economic Development Strategy, CBD Transformation Strategy, Transport, IWCMP etc) Revenue Strategy Population rate peg, SRV, dividends Increase asset renewal Expand asset networks Increase organisational capacity Increase FTE (benchmark 7.5 FTE / 1,000 residents)
Covid-19 pandemic	<ul style="list-style-type: none"> Stimulus-granted assets Recession Restrictions on movement Isolation Government Policy and OLG Updates Digitalisation of organisational information and human interactions 	<ul style="list-style-type: none"> Job losses, pay cuts (esp casual workers / youth) Business closures Temporary closure of community facilities / reduction in capacity Loss of revenue for community facilities and events (ongoing) Remote schooling Lockdowns: ACT and NSW and differing border rules and restrictions Organisational training interrupted Community engagement / community meetings cancelled Rapid expansion of digital solutions (e-commerce, online education, remote work) Home based work limitations and productivity Increase in rates outstanding Mental health of workers Transformed communication between teams / human interaction Changing community priorities 	<ul style="list-style-type: none"> Lessons learned – enhancing future risk processes Redeployment of workers Investment in digital tools Technological solutions for mobile workplaces Scenario planning for future of community services Financial Hardship Policy extension Additional reporting / monitoring of debt collection outcomes and reserve balances Employee support programs Upskilling / reskilling workers in essential digital skills Cyber security strategy

DRAFT RESOURCING STRATEGY 2022-27

Drivers	Pressures	Impacts	Response
Industry Energy Population Households Climate Agriculture	<ul style="list-style-type: none"> Emissions Resource Use Land Use 	<ul style="list-style-type: none"> Climate Change Increasing temperatures Natural disasters (storm, drought, floods, fire) Assets damaged and destroyed Changing community priorities and expectations Loss of habitats / species Biosecurity risks 	<ul style="list-style-type: none"> Disaster recovery support services Natural disaster asset renewal program Additional hardship policy Building / asset standards Climate change action plan Renewable energy solutions Smart city solutions Weed risk assessments
Affordable service provision	<ul style="list-style-type: none"> Rapid expansion of digital solutions Ageing workforce Skills shortage Global recession Inherited structural financial deficit from merger Level of service disparity at merger Infrastructure backlog 	<ul style="list-style-type: none"> Changing community priorities and expectations New opportunities for online service provision Low borrowing costs Low inflation (cpi) High future potential – construction cost escalation Increased cost for service harmonisation 	<ul style="list-style-type: none"> Digital Economy and Smart City Strategy Intergenerational equity for assets and debt Investment in asset renewal Long Term Financial Plan benchmarks Workforce Strategy and benchmarks (7.5 FTE per 1,000 population) Target high levels of traineeships and apprenticeships Increase borrowing for asset renewal / new assets Invest merger savings in QCCP debt servicing Harmonise services, salaries, rates and charges Apply for grants to fund asset renewal (not new infrastructure projects) Property divestment (sales and lease revenue) Partner with other organisations to promote innovation and deliver services
Government Policy	<ul style="list-style-type: none"> Capital grants Operating grants Delayed rates and Revenue reform Snowy 2.0 Reserve Bank stimulus 	<ul style="list-style-type: none"> Increased reliance on grant funding Long term affordability of services and service levels Skills shortage Low borrowing costs Long return on investments 	<ul style="list-style-type: none"> Increase borrowing for co-funded asset expansion 'Narrow the Gap' Revenue strategy Regional partnerships

DRAFT RESOURCING STRATEGY 2022-27

Workforce Strategy

Key Issues

- Building and retaining capacity and capability
- Optimising employee engagement and organisation excellence
- Skill shortages in key professions
- Ageing workforce and transition to retirement
- Labour competition from ACT and other significant projects such as Snowy 2.0
- Retaining staff numbers at Bungendore and Braidwood per s218CA LG Act
- Preparing workforce for new office environments in Queanbeyan and Bungendore
- Catering for increased demand for home based work



Figure 1 Workforce Capacity and Capability Principles

Actions

- Design a Transformation Organisation Structure mapped to current and future service delivery
- Shape a positive customer-focused technically savvy culture through investment in culture development and technology adoption
- Grow cadets and trainees to 10% of the workforce
- Creatively manage our ageing workforce
- Maintain staff FTE/1000 residents at or below 7.5
- Maintain HSEQ accreditation and implement strategies to mitigate workplace risks
- Improve productivity through addressing unplanned absences and poor safety
- Revise flexible working policies; establish remote working and smart hubs to employ staff
- Undertake program of service reviews in the Delivery Program 2022-26
- Explore collaborative workforce initiatives, including payroll, training, and a job and marketing portal, in line with CRJO Workforce Strategy

DRAFT RESOURCING STRATEGY 2022-27

Asset Strategy

Key Issues

- Aligning expansion of infrastructure and facilities with population and development growth
- Life cycle maintenance of new or upgraded assets from disaster or stimulus grants, or gifted from new subdivisions
- Differentiation of asset technical, performance and service outcomes, with customer expectations
- Maintaining and upgrading assets to respond to risk (incl natural disasters)
- Community Survey rankings < 3.25 (incl unsealed roads, footpaths and cycleways)
- Aligning priorities to appetite for risk and regulatory changes (incl safety, environment, financial)
- Maintaining business continuity in periods of natural disasters and pandemics
- Managing the asset backlog and depreciation growth
- Renewing and replacing ageing assets in accord with their lifecycle

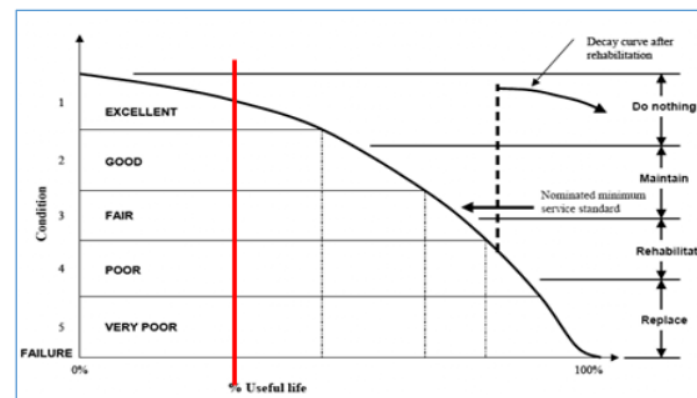


Figure 2 Asset Deterioration, Maintenance and Renewal

Actions

- Guide upgrade and new infrastructure expenditure on priorities established with key strategies – designed to ensure ten years of forward planning and delivery for infrastructure networks and facilities is available
- Maintain assets to a level that achieves broad community satisfaction (>3.25/5 ranking in biennial satisfaction surveys)
- Design and extend the capacity of assets and connectivity of transport and utility networks in line with population growth forecasts
- Leverage the presence and capacity of assets to stimulate business investment, visitor activity and economic returns
- Rank decisions to extend, renew or replace assets on best value (in line with asset life cycle, cost of finance and organisation capability)
- Retain health, safety, environment and quality (HSEQ) standards to sustain contracts with government and private works
- Build organisation skill and technology capability from 'Basic' to 'Core' in terms of asset management maturity assessments
- Align asset renewal spend to Asset Management Plans and establish a sinking fund / reserve equivalent to annual depreciation to fully fund the cost of asset renewal over the life of the asset.

DRAFT RESOURCING STRATEGY 2022-27

Long Term Financial Plan

Key Issues

- Growth in asset base (and additional associated depreciation expense) due to grant funded and development gifted infrastructure
- Shift in annual capex carry forwards due to resources diverted to natural disaster and pandemic works and responses
- Higher population growth (and subsequent servicing costs)
- Expansion of services and growth of capex budget since merger
- Maintaining required investment in community infrastructure maintenance and renewal
- Reduction in general purpose revenues as portion of total revenues
- Rate path freeze imposed on merged councils
- Meeting OLG financial benchmarks

Actions

- Continue the Responsible Scenario per Financial Strategy
- Map and migrate expenses and revenues per 'narrow the gap' principle
- Preserve essential public services in line with population growth
- Advocate for changes to Government policy on population rate peg, emergency services levies and assets, and regional roads assets
- Pursue SRVs to offset the foregone 1% annual increases of the Financial Strategy due to rate freeze, and invest in functions identified as low satisfaction in community surveys
- Borrow at acceptable levels for appropriate infrastructure investment; renegotiate remaining terms for maturing loans that are above 3%
- Improve unrestricted cash, through property sales and long term commercial leasing arrangements
- Quarantine merger, FTE and building savings to service debt for QCCP
- Conduct service cost and service level reviews
- Manage expenses through focus on energy and wastes consumption, service reviews, asset ratios and depreciation charges

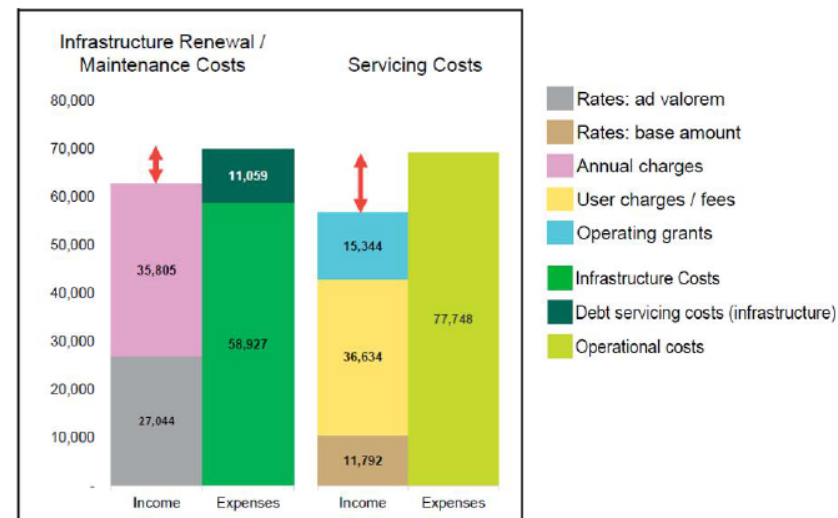


Figure 3 Narrow the Gap

DRAFT RESOURCING STRATEGY 2022-27

ICT Strategy

Key Issues

- Continued re-configuration of enterprise resourcing planning (ERP) modules
- Government digital interventions
- Increased user expectations
- Remote service standards and working from home environments
- Higher cybersecurity risks and standards
- Changing ICT policy standards
- Maintaining stable network, expanded bandwidth and ICT skills across branches
- Emerging smart city platforms associated with CBD transformation
- Increasing shift to digital service delivery and automation

Actions

- Integrate ambitions and actions of Digital and Customer Strategies: *'transact through digital, interact through people'*
- Contemporary use of technology, with cybersecure platforms in the organisation, and disaster recovery plans
- Build digital capability in ICT team
- Migrate to CI Anywhere environment
- Reconfigure, implement and manage change (incl HR, asset management modules and planning e-portal)
- Migrate to software as a service (SaaS) environment, consider infrastructure as a service (IaaS) options
- Maintain a robust, reliable and available ICT environment
- Continue investment in business intelligence capabilities
- Partner with other organisations to promote innovation and ICT service delivery, incl CRJO and Service NSW
- Deliver the ICT Strategy
 - Optimised organisation
 - Digitally enabled workforce
 - Citizen-centric services

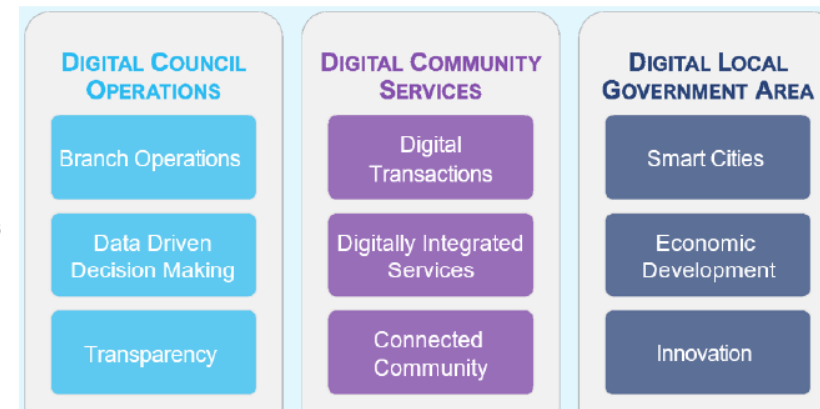


Figure 4 ICT Pillars

DRAFT RESOURCING STRATEGY 2022-27

- Open and Connected

Risk Management Strategy

Key Issues

- Management of strategic risks (incl reputation, climate and financial)
- Mitigation of operational risk (incl infrastructure, buildings and technology)
- Business continuity through periods of natural disasters, pandemic and ICT failure
- Change in government policy and legislation, or political environment
- Change in economic and environmental conditions (incl growth and climate)
- Damage to service and infrastructure (incl vandalism, misinformation, social media, cyber-attack)
- Organisational risk maturity
- Loss of staff skills and expertise

Actions

- Revision of Risk Strategy, Policy, Appetite and Strategic Risk
- Drive better decision-making through focusing on enterprise risk management education and training
- Align risk treatments to staff responsibilities and reports
- Further emphasis on the Three Lines Model, incl internal audits and assurance through Audit, Risk and Improvement Committee
- Strengthen QPRC Risk Architecture (incl Risk Registers, Risk Management Plans and Promapp)
- Strengthen QPRC Governance Architecture (incl decision making)
- Monitor performance through project, financial and infrastructure failure reporting

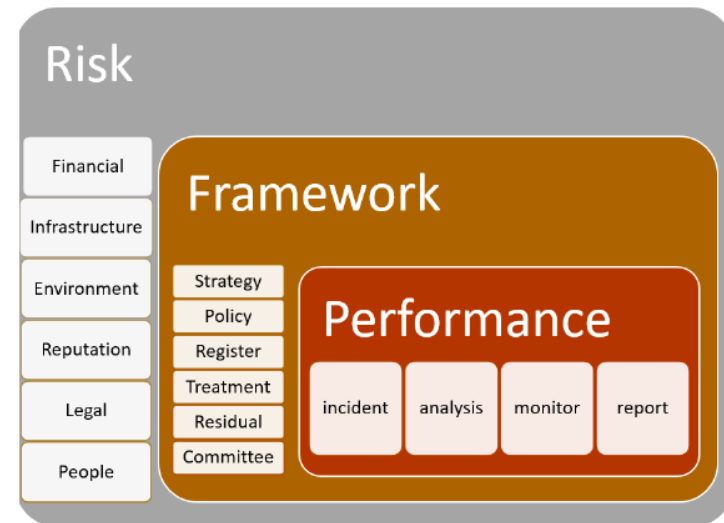


Figure 5 Risk Framework

DRAFT RESOURCING STRATEGY 2022-27

Context

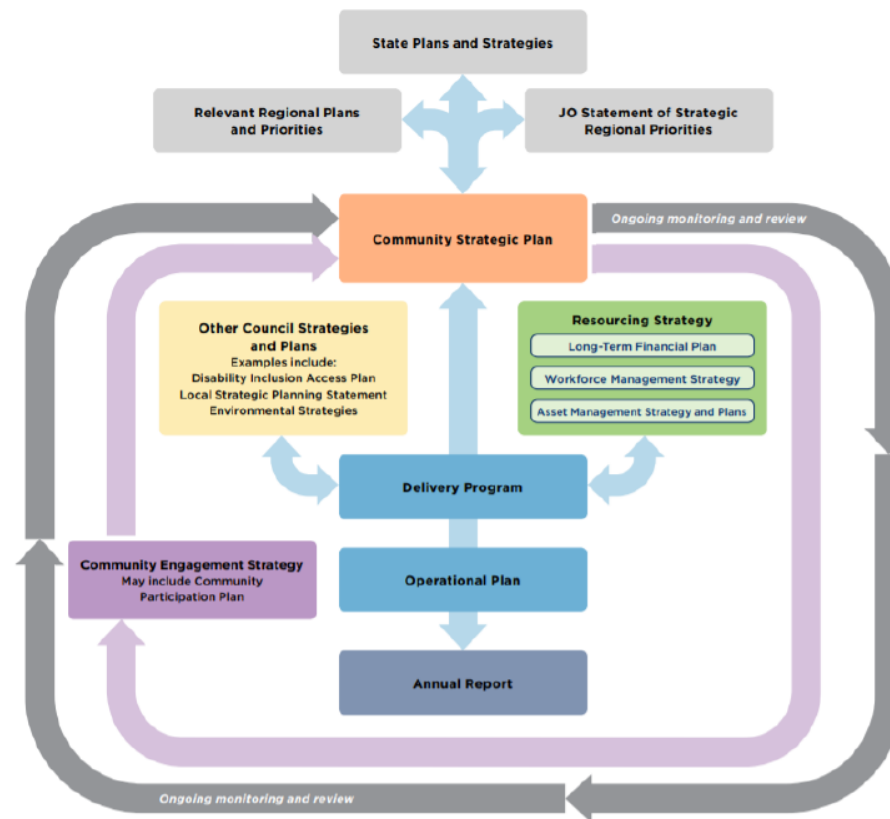
Background

The *Local Government Act* requires that a Council must have a Resourcing Strategy in place to guide the resources required to implement the strategies established by the Community Strategic Plan. The Strategy, must at the very least, include provision for financial planning, workforce management planning and asset management planning. This is in recognition that it is important to ensure that sufficient resources – time, money, assets and people are available to translate strategic objectives of the CSP into actions.

A Resourcing Strategy forms a key part of the Integrated Planning & Reporting Framework as outlined below

The Integrated Planning and Reporting Framework includes:

- ✓ A 10-year Community Strategic Plan to be developed in consultation with the community, State Government agencies and other relevant stakeholders. The purpose of the plan is to identify the community's long term vision and set out its main priorities and aspirations for the future and to plan strategies for achieving these.
- ✓ A four year Delivery Program that details a Council's response to the community's



DRAFT RESOURCING STRATEGY 2022-27

long term aspirations by identifying all the activities the Council will be committing to during its electoral term to work to assist the community in moving towards achieving the long term objectives as set out in the Community Strategic Plan.

- ✓ The Operational Plan (OP) is Council's action plan for achieving the community priorities outlined in the CSP and DP. An OP is prepared each year and adopted. Each OP identifies the projects, programs and activities that council will conduct to achieve the commitments of the DP.
- ✓ A QPRC Resourcing Strategy which adds ICT and risk to the money, assets and people resources to achieve the aspirations of the Community Strategic Plan and the programs, projects and activities outlined within the Delivery Program. The Resourcing Strategy is focussed purely on Council's responsibilities in the roles of provider, funder, regulator, promoter and facilitator.

Community Strategic Plan (CSP)

- Highest level of strategic planning undertaken by a council—all other plans must support achievement of CSP objectives.
- Articulates community vision and reflects aspirations.
- Considers state and regional plans as they apply to the council.
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress.
- Based on social justice principles.

Duration: 10+ years

Review: In line with election cycle, generally every 4 years

Community Engagement Strategy (CES)

- To support the development of all plans, policies, programs and key activities.
- Must demonstrate a commitment to genuine and inclusive engagement.
- Based on social justice principles.

Duration: As required

Review: Within 3 months of the local government elections.

Resourcing Strategy (RS)

- Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through:
 - Long-Term Financial Plan
 - Workforce Management Planning
 - Asset Management Planning.

Duration: 4-10 years, in line with Delivery Program and Operational Plan.

Review: Continual monitoring to measure effectiveness and respond to change; the Long-Term Financial Plan, Asset Management Strategy and Plans need to be reviewed and updated annually to cover a minimum 10 year period/forecast. The Workforce Management Strategy is to be reviewed and updated every 4 years along with the Delivery Program.

DRAFT RESOURCING STRATEGY 2022-27

Our approach to the Resourcing Strategy

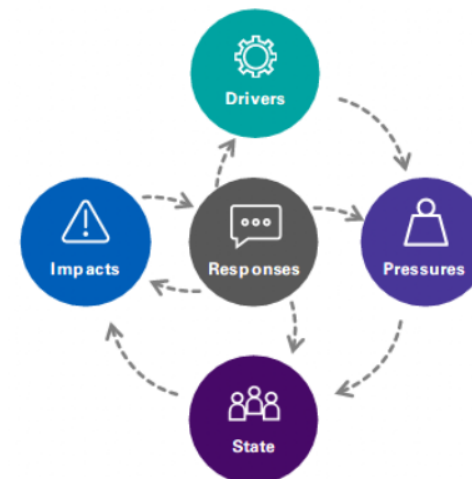
In developing its Resourcing Strategy, Council has applied a DPSIR Model to the components of its strategy which is based around:

- Drivers
- Pressures
- State
- Impacts
- Responses

DPSIR is a systems approach consisting of a Drivers – Pressures – State – Impacts – Responses framework, which has been a valuable tool for organising and communicating complex issues. The DPSIR framework was developed by the European Environmental Agency and has been used by the United Nations. Within Australia it has been used by the ACT to develop and underpin the findings of its State of the Environment Report. The DPSIR framework is a systems-thinking framework that assumes cause-effect relationships between interacting components of social, economic, and environmental systems. The DPSIR framework has been principally used for many environmental resource applications, including management of agricultural systems, water resources, land and soil resources, biodiversity and marine resources but it also has wider uses. The framework can be used to integrate social, cultural, and economic aspects of environmental and human health into a single framework hence making it an ideal tool to use in something like a Resourcing Strategy.

- Drivers are the factors that motivate human activities and fulfil basic human needs, which have been consistently identified as the necessary conditions and materials for a good life, good health, good social relations, security, and freedom. Drivers describe “the social, demographic, and economic developments in societies.
- Pressures are defined as human activities, derived from the functioning of Social and Economic Drivers that induce changes in the environment, or human behaviours that can influence human health.
- State refers to the state of the natural and built environment (e.g., the quantity and quality of physical, chemical, and biological components), and human systems (e.g., population level and individual attributes).

Changes in the quality and functioning of the ecosystem have Impacts on the welfare of humans, including the production of ecosystem goods and services and ultimately, human well-being. A key benefit in using the DPSIR framework is that it explicitly includes an Action or Responses component that can be taken at any level of the causal network. In the DPSIR framework, Responses are actions taken by groups or individuals in society and government to prevent, compensate, ameliorate or adapt to changes in the state of the environment; and to modify human behaviours ... to compensate for social or economic impacts of human condition on human well-being. (Using the DPSIR Framework to Develop a Conceptual Model, United States Environmental Protection Agency, August 2015)



DRAFT RESOURCING STRATEGY 2022-27

Drivers and Pressures

Affordability

- Provide essential public services in line with population growth and organisation capacity
- Keep rates, fees and charges affordable
- Revenue to support investment in long term infrastructure renewal
- Meet NSW Government benchmarks to be financially sustainable
- Growing service expectations from the community
- Reducing (in real terms) government grants for operations and renewals and community service obligation to continue service provision with lower grant income
- Government cost-shifting with councils funding Governmental responsibilities including pensioner rebates, emergency services and regional roads
- Delayed implementation of revenue reform following Government response to 2013 Independent Local Government Review Panel Final report
- Legislation to freeze rates path for newly merged councils delayed revenue increases proposed with 2017 Financial Strategy
- Population growth drives up service costs faster than associated revenue increases (per IPART report 2021)

Service Provision and Levels of Service

- A contemporary, future-focused workforce
- Manage asset backlog and risk
- Renewal and replacement of ageing assets
- Establish affordable and acceptable standards, including intervention levels, gifted assets from developments
- Aligning asset renewal spend to the rate of depreciation
- Applying generational equity principles to provision, renewal and upgrade of assets
- Differentiating asset operations or servicing from maintenance
- Gifted assets from new development at Googong, Tralee and Bungendore - increasing the asset base

DRAFT RESOURCING STRATEGY 2022-27

Stakeholder Expectations

- Maintain a robust, reliable, secure and available ICT environment
- NSW Government predicted savings over 20 years for the councils merged in 2016
- Unable to rationalise number of offices and depots
- Broader levels and additional services provided after the merger

Workforce

- Maintaining skilled and motivated workforce, noting long-term staff reaching retirement and proposed increased age of retirement to 70
- Skills shortage impacting ability to attract and retain critical local government positions (planners, engineers, construction workers, accountants)
- Remunerating at attractive levels given proximity to ACT competition for skilled and professional labour
- Retaining skilled design and construction staff to meet road maintenance Council contract (RMCC) road construction standards of Transport for NSW.
- Retaining skilled development and engineering staff to meet turnaround benchmarks of government
- Staff FTE (Braidwood 41, Bungendore 79, Nerriga 1, Captains Flat 1) to remain in smaller towns in perpetuity
- Migrating to digital (high transaction) operations and community engagement

Natural Disasters

- Disruption to core business operations
- Reorganisation of Council operations following pandemic restrictions
- Changing community priorities and expectations as a result of natural disaster
- Scenario planning the future of service delivery within post-pandemic trends and restrictions
- Three-year asset renewal program underway to repair transport infrastructure destroyed by fire and floods

DRAFT RESOURCING STRATEGY 2022-27

Local Government Indices

- Rate peg is calculated in reference to the LGCI¹ by IPART on behalf of the NSW Office of Local Government (OLG), and in many cases is substantially less than regional cost indexes.
- Infrastructure construction costs are escalating at around 3-6% pa
- Government contributions such as emergency service levies, charged to Local Government, are greater than CPI
- NSW Local Government State Award indexation of wages and allowances, is historically substantially higher than the rate peg

¹ The inflationary measure for NSW local government is the Local Government Cost Index (LGCI), calculated by the Independent Pricing and Regulatory Tribunal (IPART)

DRAFT RESOURCING STRATEGY 2022-27

Workforce Management Plan

Overview

Council's Workforce Strategy identifies the challenges that Council faces over the coming years and highlights the areas where additional resources are required to ensure service delivery is not compromised. A Workforce Management Plan has been prepared for each Portfolio to estimate likely staff turnover, retirements and change in FTE to accommodate growth in development, facilities and infrastructure.

While Council has committed to maintaining its staff/resident ratio at 7.5 staff per 1000 residents, the continual growth in Googong, South Jerrabomberra and Bungendore will require the organisation to expand. Over the next four years, we have identified the need for an additional 40 staff members, with the majority of those in our Community Connections portfolio (roads, water, sewer and waste) and our Natural and Built Character portfolio (planning, development control, environment and landscapes). These new positions will be largely reliant on new or increased revenue streams to ensure the impact on our budget position is not significant.

Our back office areas will remain relatively steady in terms of growth, showing that we are responding to community demand when it comes to our assets and planning services.

Over the next four years, we will also increase our number of trainees, cadets and apprentices to hit our goal of 10% across the organisation. Aiming to replace appropriate retiring staff with 2:1 trainees at equivalent cost, the additional trainee is excluded from FTE/resident calculations. The Table 2 below illustrates the areas of growth.

DRAFT RESOURCING STRATEGY 2022-27

Portfolio Increases	2021 2022	2022 2023	2023 2024	2024 2025	TOTAL SEP 2020	TOTAL 2024-25	TOTAL FTE GROWTH	Trainee/ Cadet	Trainee/ Cadets %	Perm: Fixed	Resident: Staff
CEO Office	\$ -	\$ -	\$ -	\$ -	2.00	2.00	0.00	0	0%	:	
Organisation Capability	\$ 94,499.12	\$ 53,492.59	\$ -	\$ -	58.96	60.66	1.70	9	14.84%	:	
Natural & Built Character	\$ 323,513.48	\$ 241,594.39	\$ 613,283.95	\$ 202,024.68	123.21	140.21	17.00	20	14.26%	:	
Community Connections	\$ 640,603.71	\$ 342,481.48	\$ 277,458.69	\$ -	181.30	197.60	16.30	8	4.05%	:	
Community Choice	-\$ 97,484.42	\$ 439,329.73	\$ 372,724.34	\$ 172,839.78	95.88	100.48	4.60	5	4.98%	:	
Portfolio Increases	2021 2022	2022 2023	2023 2024	2024 2025							
TOTAL 1	\$ 961,131.89	\$ 1,076,898.19	\$ 1,263,466.98	\$ 374,864.46	461.35	500.95	39.60	42	8.38%	0 : 0	
			TOTAL \$	\$ 3,676,361.52	TARGET	485		50.10	10.00%	80 : 20	7.5 : 1000 485 : 64731

Since the 2016 merger, 28 positions have either been abolished or not continued after their fixed term date. These positions have delivered savings of \$2.293 million over the past four years, with ongoing annual savings directed to the repayment of principal and interest on the loan funding for the new Queanbeyan Civic and Cultural Precinct (QCCP).

Council's Long Term Financial Plan still shows significant budget issues that will need to be addressed by the new Council. Following the merger, Council generally adjusted its service standard to the higher of the two former councils, meaning that some service areas have grown beyond their means. The new Council will be required to conduct a number of service reviews and consider the level of service it provides to the community.

DRAFT RESOURCING STRATEGY 2022-27

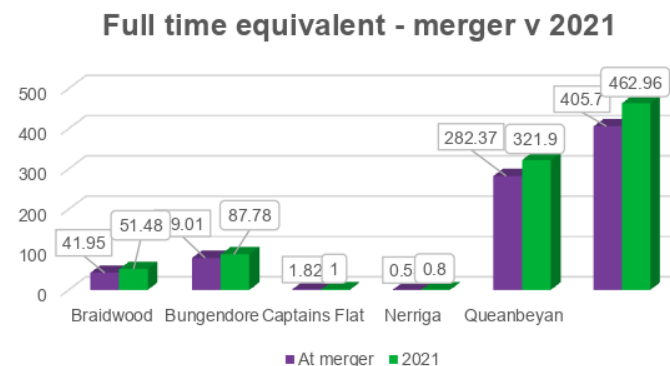
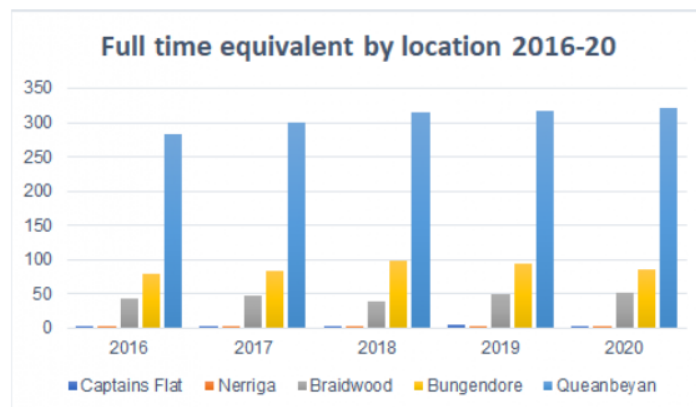
About our organisation

Workforce analysis

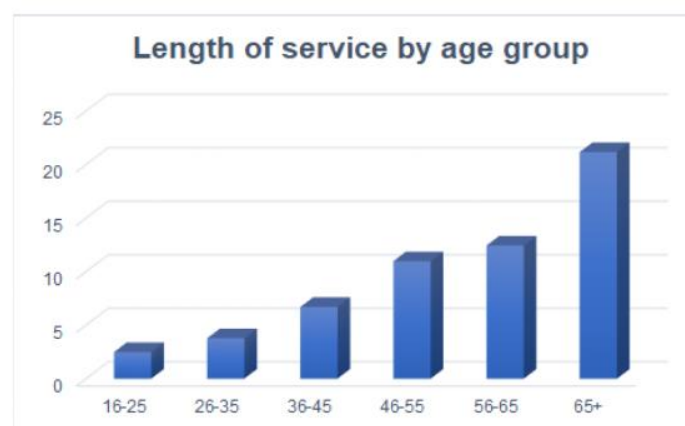
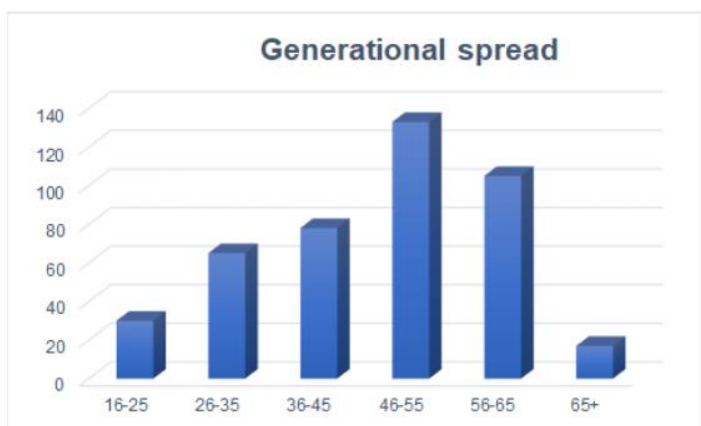
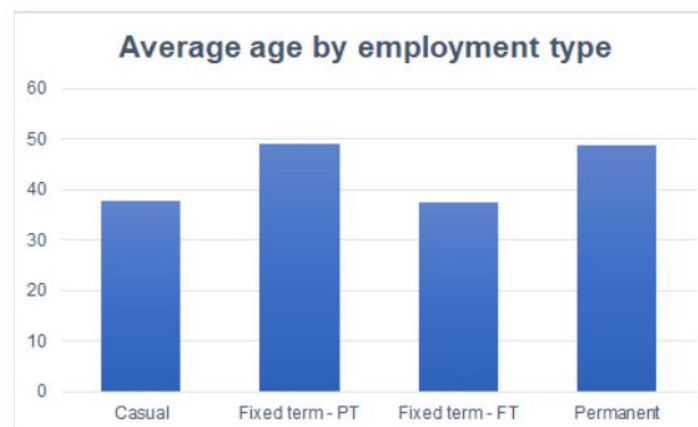
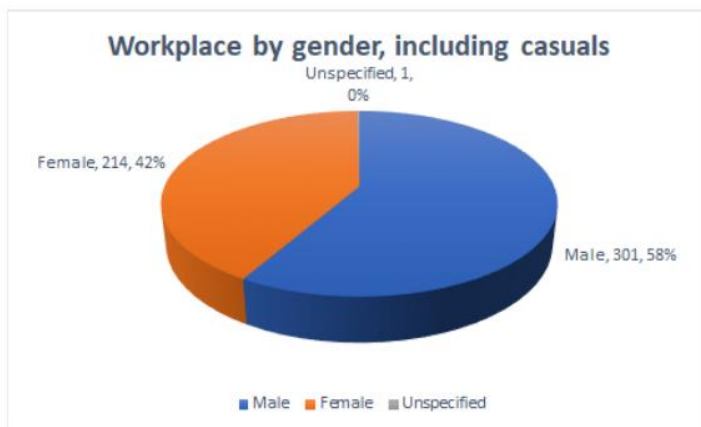
QPRC is a mid-sized regional Council and allocated to Group 4 within the Office of Local Government's grouping system. As at 31 October 2021, Council employed 462 full time equivalent staff members. In addition, 135 casual employees are engaged by Council - many of these for seasonal work at Council's Aquatic Centre and regional pools. In total, Council employs 516 staff.

Following the merger in 2016, Council is required to comply with section 218CA of the *Local Government Act* which protects employee numbers in rural centres with a population of less than 5,000 where reasonable practicable. For QPRC, this impacts staff numbers at Bungendore, Braidwood, Captains Flat and Nerriga. Council has maintained numbers at these rural centres at or above 123 staff.

Council's focus on employing trainee, cadets and apprentices is highlighted by the increasing age of our employees. More than 120 of our permanent employees are aged over 56 and within the age range where retirement is at the forefront of mind. Over the next few years, several roles will be replaced with trainees/cadets/apprentices – ideally at 2:1 – as the costs of employment are broadly equivalent to the vacated incumbent in the former role. Ultimately, it is anticipated the productivity of two trainees should exceed that of the former role within 2-3 years.



DRAFT RESOURCING STRATEGY 2022-27



DRAFT RESOURCING STRATEGY 2022-27

Action plan

Based on the actions identified earlier in this document, the following plan is proposed for the period of the Delivery Program

Action	Deliverable	Responsible branch
A contemporary, future-focused workforce	<ul style="list-style-type: none"> Workplace Innovation Group action plan Leverage existing and new IT solutions to increase productivity Input into design and layout of new offices in Queanbeyan and Bungendore Implement Transformational Organisational Structure Review recruitment approach for hard to fill positions Fully automate recruitment process Review home based work approval process following impacts of COVID-19 Ongoing review and refinement of Workplace-related directives Liaise with CRJO councils to address employment-related issues Consider job share program with other councils/ACT Government 	Workplace and Governance
Managing ageing working (from transition to retirement, cadets, diversity)	<ul style="list-style-type: none"> Promote Transition to Retirement Directive Identify positions that are at risk of retirement and knowledge departure Educate staff in retirement bracket on importance of transition Trainees, cadets and apprentices make up 10% of workforce Investigate mentor program – either internal or as part of CRJO Increase usage of Promapp in organisation Consider internship program 	Workplace and Governance
Improving productivity (addressing unplanned absence, safety)	<ul style="list-style-type: none"> Monitor staff absences and highlight trends to Executive Launch safety module within CiAnywhere Commit to program of service reviews 	Workplace and Governance
Providing a safe, accessible workplace (through assurance framework and training)	<ul style="list-style-type: none"> Maintain HSEQ accreditation Launch safety module within CiAnywhere Monitor and review health and wellbeing programs and activities 	Workplace and Governance

DRAFT RESOURCING STRATEGY 2022-27

Instilling a high learning innovative environment (through learning and development)	<ul style="list-style-type: none"> • Development of annual Training Plan for organisation • Trainees, cadets and apprentices make up 10% of workforce • Build upon library of online learning resources • Finalisation of Colloquium program • Identify future leaders and provide with tools and learning to prepare them for career progression • Provide opportunities for future leaders to participate in Local Government Professionals Management Challenges 	Workplace and Governance
Shaping a positive client-focused tech savvy culture (through investment in culture and research and development)	<ul style="list-style-type: none"> • Commit to program of service reviews • Workplace Innovation Group action plan • Service owners commit to implementing service review findings • Consider the 'customer' when developing Workplace processes and Directives 	Leadership team Workplace and Governance
Being an employer of choice (by building reputation, culture, recognition and reward).	<ul style="list-style-type: none"> • Diversity and Inclusion Group action plan • Review Equal Employment Opportunities Plan and Policy • Ongoing implementation and promotion of QPRC values • Recognise the efforts and achievements of our staff through formal and informal reward and recognition • Develop a social media strategy for workplace, focusing on LinkedIn • Progress Team Leader improvement program following 2021 culture survey results • Remeasure organisational culture in 2023 • Implement action plans to address causal factors and outcomes that are affecting culture • Participate in CRJO employment initiatives • Review volunteering program and processes to enable and encourage volunteering in suitable areas • Participate in Local Government Week and other events to promote the value of Council to the community 	Diversity and Inclusion Group Workplace and Governance

DRAFT RESOURCING STRATEGY 2022-27

Asset Management Strategy

Council's Asset Management Strategy² has been prepared to assist Council in improving the way it delivers services through infrastructure. Council's infrastructure assets have a replacement value of \$2.1 billion as at 30 June 2021. The purpose of the Strategy is to enable Council to show:

- How its asset portfolio will meet the community's service delivery needs
- That its asset management policies are being achieved, and
- That existing asset management practices integrate with the ambitions of the Community Strategic Plan.

Council's Assets

Table 3: Infrastructure, Property, Plant and Equipment

Aggregated asset class	Replacement Cost 30 June 2021 (\$'000)
Capital work in progress	\$49,989
Equipment, furniture and fittings	\$28,656
Land	\$165,702
Land improvements	\$1,106
Buildings and other structures	\$142,995
Roads, bridges, footpaths	\$555,831
Other road assets (including bulk earthworks)	\$500,407
Stormwater drainage	\$149,305
Water Supply Schemes	\$165,832
Sewerage Schemes	\$273,450
Open Space / Recreation assets	\$48,523
Other Assets	\$664
Tip Assets	\$8,984
Total	\$2,091,444

² Asset Management Strategy, QPRC, <https://www.qprc.nsw.gov.au/Resources-Documents/Strategies-and-Plans>

DRAFT RESOURCING STRATEGY 2022-27

Principles:

In developing the Asset Management Strategy, QPRC is guided by five service delivery principles

- (a) **Financially Sustainable** – through Long Term Financial Planning, Council will ensure that infrastructure is provided to the community at an appropriate service level that achieves best value for the current and future rate dollar.
- (b) **Environmentally Sustainable** – when designing new assets or replacing old infrastructure there will be a focus on water and energy efficiency, waste minimisation, reducing greenhouse gas emissions and mitigating the impacts of climate change.
- (c) **Safe, Healthy and Accessible** – the infrastructure provided by Council will be provided and maintained to allow all members of our community the opportunity to enjoy a quality life; being unrestrictive and delivering opportunity for those in need.
- (d) **Prosperous** – The lifecycle management of new and current infrastructure will assist delivering a successful and thriving City that connects business to opportunity and attracts new businesses for a strong economy and more local jobs. This will support people and communities to grow and flourish.
- (e) **Resilient** – The infrastructure provided by Council will be provided and maintained to enable the community to access essential services and thrive in the face of natural and man-made emergencies

The creation, operation and maintenance of assets is guided by several Australian standards, codes of practice, and industry recommendations (accepted industry practice). Consequently, effective delivery of services is contingent on assets that are consistent with accepted industry practice. The following issues have a direct bearing on the serviceability of Council's assets and the efficacy of its services:

- Managing the asset backlog
- Renewing and replacing ageing assets in accord with their lifecycle
- Aligning asset renewal expenditure to the rate of depreciation
- Applying generational equity principles to provision, renewal and upgrading of assets
- Differentiating asset operations or servicing from maintenance
- Recognising gifted assets from large greenfield developer controlled sub-division releases
- Effect of population growth on the patronage / utilisation of assets

DRAFT RESOURCING STRATEGY 2022-27

The Strategy outlines Council's ambitions in managing its assets under the key areas of:

Customer

- Maintain assets to a level that achieves broad community satisfaction (>3.25/5 ranking in biennial satisfaction surveys)
- Acceptable levels of service is supported by assets (as disclosed in service statements)

Growth

- Design and extend the capacity of assets and connectivity of transport and utility networks in line with population growth forecasts
- Leverage the presence and capacity of assets to stimulate business investment, visitor activity and economic returns
- Utilise planning instruments and agreements to optimise connectivity to networks and capacity of infrastructure and facilities delivered through new developments
- Extend or upgrade assets (such as seal/extend seal on roads) when:
 - Assets are designed and constructed to standard for planned loads
 - 50% funded by held contributions or conditioned by current DA, and
 - balance met by SRV or grant

Standards

- Apply international asset and risk standards to decision making and priority settings for management, maintenance, renewal and upgrade of assets
- Build organisation skill and technology capability from 'Basic' to 'Core' in terms of asset management maturity assessments
- Retain health, safety, environment and quality (HSEQ) standards to sustain contracts with government and private works
- Calibrate asset ratios (maintenance, renewal, backlog) in line with the Financial Strategy

Financial

- Align asset renewal spend to Asset Management Plans and establish a sinking fund / reserve equivalent to annual depreciation to fully fund the cost of asset renewal over the life of the asset.
- Apply generational equity principles to provision, renewal and upgrade of assets -generally raising debt, securing development contributions or procuring grants to renew, upgrade or expand assets and networks
- Appropriately assign dividends as ROI from utilities assets (QBN water, sewer, waste) to renewal and upgrade of other infrastructure and facilities in Queanbeyan
- Align asset ratio forecasts to financial capacity (expressed in LTFP)
- Rank decisions to extend, renew or replace assets on best value (in line with asset life cycle, cost of finance and organisation capability)

DRAFT RESOURCING STRATEGY 2022-27

- Resource cadet, apprentice and trainee staffing to augment asset management and operational capability, and mitigate loss of expertise through retirement and competition
- Establish pricing strategies for asset patronage and usage, including price setting for behaviour management (to align to Pricing Policy)
- Work with CRJO to introduce procurement strategies to obtain best value supply and service contracts

Risk

- Design and monitor performance of assets to adapt to expected risk associated with anticipated climatic changes, natural disasters and known changes in environmental standards
- Rank decisions on investment or disposal of assets on the risk posed to health, business or the environment

Priority Settings

- Guide upgrade and new infrastructure expenditure on priorities established with key strategies – such as Integrated Transport, Integrated Water Cycle Management, Local Strategic Planning Statement, Planning Agreements – designed to ensure ten years of forward planning and delivery for infrastructure networks and facilities is available
- Provide resources to enable infrastructure designs and estimates to be one year in advance of scheduled delivery, to enable take up of grant or developer sponsored infrastructure funding
- Renewal and investment in assets is financially and environmentally sustainable, and focussed on safety and prosperity for the LGA
- Consider the economic, social, environmental and financial impacts of investment or decline in assets - including expanding sealed road network and effects on maintenance and backlog; or design of new carparks on type, cost, pricing consequences and behaviour influences

DRAFT RESOURCING STRATEGY 2022-27

Long Term Financial Plan

Council's Long Term Financial Plan (LTFP)³ is a 10 year plan which is reviewed and updated annually, the first year of which guides the Operational Plan budget. It enables Council to better understand and plan its long term financial requirements. The Plan includes consideration of sustainability, service provision levels and the creation and upgrading and renewal of infrastructure.

The LTFP details the assumptions underpinning each financial scenario including asset renewal and maintenance and workforce structure projections as well as the financial outcomes over a 10 year period, which may include temporary deficit scenarios.

Financial Sustainability

In late 2016, Council engaged engineering consultants GHD and Professor Percy Allan and Associates (PAA) to:

- undertake asset and financial sustainability reviews of the two former Councils
- establish a consistent asset standard and asset backlog base of the former councils
- establish and compare 'existing' and 'responsible' scenario financial planning settings
- consolidate the financials into a QPRC 10 year forecast for the combined General / Waste fund and the Water and Sewer funds
- establish affordable expenditure levels for services, asset maintenance, renewal and upgrades
- establish affordable pricing paths for general rates, water and sewer charges
- forecast merger financial impacts
- confirm the forecast meets financial benchmarks
- form the platform for the long term financial plan.

The GHD and PAA reviews demonstrated that the newly merged Council was carrying a long term structural deficit.

In response to the finding, Council adopted a Financial Strategy and Policy and began implementing the *Responsible Scenario* financial policy settings which have been applied to the financial scenarios within the LTFP. In addition, the merger savings (\$1.3m pa) have been re-invested in debt servicing for the new QCCP providing a new library, smart hub, public domain, basement parking and integration with the Q Theatre and Bicentennial Centre, as well as council and commercial offices.

³ Long Term Financial Plan, QPRC, <https://www.qprc.nsw.gov.au/Resources-Documents/Strategies-and-Plans>

DRAFT RESOURCING STRATEGY 2022-27

Structural Deficit

While noting Council followed the Financial Strategy prepared by Percy Allan focussing on renewal of assets to reduce backlog, pursuing grants, and raising debt, the current deficit forecasts have been formed due to:

- Growth in asset base (and additional associated depreciation expense at ~\$2m pa) due to grant funded and development gifted infrastructure to levels not contemplated
- Rate path freeze imposed on merged councils. The 'responsible scenario' of the Financial Strategy proposed a 1% pa increase in rates above rate peg/CPI from 2017 (~ \$0.35m/yr)
- Delay in production and adoption of IWCMP, which enable ~\$1.2m pa dividends
- In the absence of those revenue streams, drew down on reserves and contributions to complement grant and developer funding obligations
- Growth from merger budget of ~\$180m (70/30% split opex to capex) to current budget of ~\$300m (50/50% split) due primarily to disaster stimulus and grants
- Shift in annual carried forwards from expected (80/20 split of completed capex from current FY and previous FY carried forward) to near 60/40 split, impacting attributions
- Service and FTE growth above the responsible scenario (2% v 0.5% pa)
- Higher population growth (and subsequent servicing costs) than expected – IPART rate peg review refers
- Reduction in general purpose revenues as portion of total revenues due to increased access to grants and use of contributions for assets

Scenario Planning

The pathway forward will be defined in a refreshed LTFP - for later endorsement by the new council - in line with the timelines for IPART. A special rate variation is one of a number of initiatives that Council has begun to consider in order to improve its financial performance become financially sustainable. It is proposed to:

- Retain current Financial Strategy levers (responsible scenario)
- Continue accessing low interest fixed term loans, moderated to benchmark levels
- Continue leveraging grants
- Divest property (improving cash reserves), and converting part into long term revenue streams (eg QCCP and carspace leases)
- Advocate for changes to property tax systems (population peg, ESL, special levies, development contributions)
- Advocate for catch-up for population growth peg for previous years

DRAFT RESOURCING STRATEGY 2022-27

- Manage expenses through focus on energy and water consumption, service reviews, asset ratios, depreciation charges, staff absence/productivity, trainee ratios
- Continue to grow FTE at 7.5/1000 residents, subject to new or increased revenue streams
- Maintain FTE at 80/20 ongoing to fixed term ratio
- Quarantine merger/FTE/building savings to service debt for QCCP
- Present service and service cost reviews to new Council
- Stabilise the annual carry forwards to 80/20, in turn stabilising the capital attributions
- Renegotiate remaining terms for maturing loans that are above 3%

Additionally, QPRC has resolved to consider additional financial scenarios updated for the proposed government revenue policy changes and a range of revenue and expense measures including:

- Updated Rate Peg including population growth factor 2022/23.
- Options for any rate peg catch up due to past population growth through a SRV.
- Review and consider potential modification of rating structure.
- Review Contributions Plans to further fund infrastructure to service development.
- Increased additional savings target per annum from an organisational service review.
- Reviewing the FTE at 7.5/1000 residents ratio.
- Increased revenue from disposal of non-strategic properties owned by the General Fund and the Water and Sewer Funds.
- Associated with 4.g above, reviewing the level of water and sewer dividends.
- Alternative funding, including grant funding options in place of an Environmental SRV.
- Likely changes to the Emergency Services Levy.
- Impacts from the NSW Regional Roads Review and potentially transfer of emergency services assets to Government.

DRAFT RESOURCING STRATEGY 2022-27

ICT Strategy

Like any organisation, QPRC needs to respond to changes in its external environment now and into the future. Technological advances will continue to support the increasing shift to digital service delivery and automation, and more sophisticated, better integrated systems. The rapid uptake of digital services and innovative technologies is also driving increased user expectations as the community demands a better customer experience, commonly characterised by digital/online services.

The most important aspect of the ICT Strategic Plan is the need to provide ICT products and services as effectively and efficiently as possible to maintain QPRC's role in supporting the community, development needs, local economy, infrastructure, and natural environment

Council's ICT Strategic Plan⁴ will guide the investment and actions to design, develop and deliver services, automate existing services, and to more effectively interact and transact with customers.

Four key strategies underpin the plan:

- **Optimised Organisation:** Develop an ICT Workforce Management Plan, champion meaningful change, and implement modern ICT service management and business-oriented ICT security to enhance efficiency, effectiveness, and optimal utilisation of ICT systems and services.
- **Digitally Enabled Workforce:** Enhance digital dexterity, optimise the Enterprise Resource Planning (ERP) system, improve remote working, and drive a unified approach to ICT architecture to enable more effective use of ICT, and greater collaboration and knowledge sharing across the organisation.
- **Citizen-centric Services:** Digitally enabled services, Smart City initiatives, user-centric design, co-design with citizens, and regular feedback and insights, all contribute towards understanding and translating the community's needs into targeted, effective service delivery. QPRC aims to align and integrate ICT and customer strategy through the lens of people, process, and technology.
- **Open and Connected:** Build and leverage external partnerships, utilise business intelligence to extract value from data, and implement a considered benefits management approach to ICT, to enable the optimal use of QPRC's resources to realise organisational goals.

The ICT Strategic Plan reaffirms the Council's citizen-centric vision to *Transact through Digital, Interact through People* and its commitment to facing the challenges of a rapidly changing world through community engagement, responsiveness to change, and innovative, community-focused technology solutions that address citizens' needs in the 21st century.

⁴ ICT Strategic Plan, QPRC, <https://www.qprc.nsw.gov.au/Resources-Documents/Strategies-and-Plans>

DRAFT RESOURCING STRATEGY 2022-27

Risk Management Strategy

Enterprise Risk Management (ERM) recognises that risk management is not a stand-alone practice. It needs to be integrated into strategy setting and operational practices, influencing how policies and procedures are developed and budgets are managed. Creating an ERM framework enhances performance and creates and protects organisational value for stakeholders.

In an operating environment that is filled with uncertainty, demand for council services continues to grow. This growth needs to be managed within the resources available, making it more important to ensure that decisions are optimised through sound risk management practices.

To achieve this, Council's Risk Management Strategy focuses on three key strategic themes:

Culture

Develop an organisational culture that obtains value from understanding risks (threats and opportunities) and the context in which these risks arise to make more informed decisions.

Governance

Strengthen roles and responsibilities using the three lines model⁵. Although governance is part of the ERM architecture, it appears as a separate item to highlight the need to strengthen the understanding of three lines model and the roles and responsibilities within this model.

This will also include a focus on the Office of Local Government (OLG) revised requirements resulting from the discussion paper on 'A New Risk Management and Internal Audit Framework' when finalised. Council's Audit Risk and Improvement Committee (ARIC) with independent members and chair, supported by independent internal and external auditors, provides assurance and oversight.

Architecture

To make improvements to the ERM architecture: framework, policy, directive, tools and methodologies. As above, this will include a focus on the Office of Local Government (OLG) revised requirements resulting from the discussion paper on 'A New Risk Management and Internal Audit Framework' when finalised.

⁵ Institute of Internal Auditors *Three Lines Model*. The model defines the underlying principles as to how key organisational roles work together to facilitate strong governance and risk management.

DRAFT RESOURCING STRATEGY 2022-27

ERM and QPRC Values

QPRC's values of integrity, innovation, respect and continuous improvement underpin risk-based decision-making.

- **Integrity** in ethical, transparent and professional decision-making.
- **Respect** by ensuring decision-making considers the impact on stakeholders, but also considers the diversity of our employees and community.
- **Innovation** in relation to embracing opportunities and finding the right risk reward balance.
- **Continuous Improvement** by leveraging a better understanding of risks to continually improve the business in addition to the tools and methodologies used.

Setting the Context

Risks emerge from the uncertainty that comes from changes in the environment in which QPRC operates, both external and internal. These emerging risks present both challenges and opportunities.

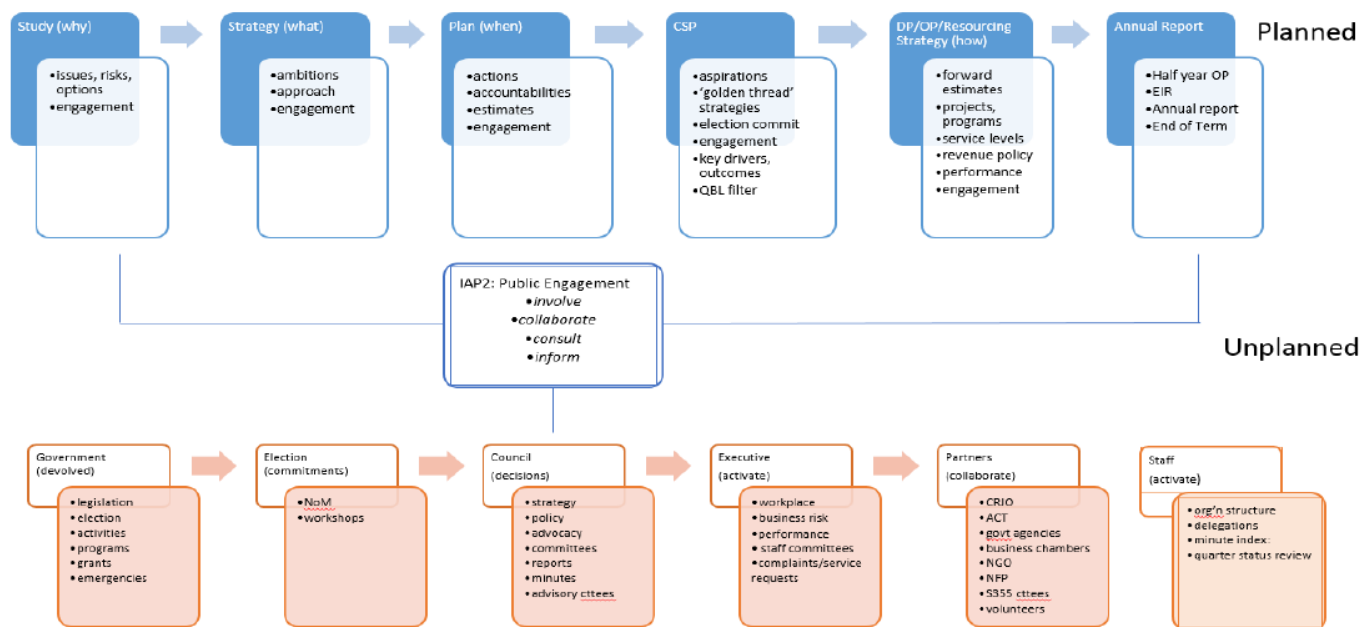
Changes to council's external environment present challenges in the form of ability to raise revenue, increasing demand for services, cost shifting by the NSW State Government and the impact of climatic changes. In addition to addressing internal challenges such as ageing asset infrastructure, and waste management. Sustaining resilience in the face of these challenges requires us to think outside the square and to explore opportunities.

Since its formation by amalgamation in 2016, QPRC has been on a journey to improve its risk management practices. This has included:

- Assurance mapping
- Progression and implementation of an ERM framework
- Strengthening of the internal audit function with greater focus on areas of risk
- Expanding the role of QPRC's Audit, Risk and Improvement Committee (ARIC) and reviewing the annual work plan

A decision making framework has been developed to illustrate the basis and flow of planned and unplanned decisions:

DRAFT RESOURCING STRATEGY 2022-27



DRAFT RESOURCING STRATEGY 2022-27

QPRC's risk maturity potential has not been fully realised. As an organisation, QPRC recognises the value in robust decision-making, and therefore the need to continue to grow and develop its risk management capability across the organisation to better meet future challenges and embrace opportunities. To achieve this, it needs to focus on improving its risk maturity and strengthen its ERM architecture.

Drivers for managing risk:

Legislation:

In 2016, the NSW Government made it a requirement under the Local Government Act 1992 for each council to have an ARIC. Councils are also required to proactively manage any risks under the new guiding principles of the Act.

Insurance

Under the *Local Government Act*, Council is required to maintain an adequate level of insurance.

Performance

To increase organisational value and enhance performance through improved risk management practices.

Stakeholder expectations

To address increasing stakeholder expectations in relation to compliance with legislation, health and safety of employees and the community as well as public accountability.

Customer-centric focus

Strong focus on delivering services that are customer focused through risk-based decision-making.

Strategic Statements and Approach

Vision

An organisation that confidently engages with uncertainty, enabling it to be resilient and efficient in its continued support of its diverse community.

Mission

Enabling a risk culture that realises opportunities and manages exposures through informed decision-making in pursuing organisational objectives and enhancing performance.

DRAFT RESOURCING STRATEGY 2022-27

Objectives

A system for managing risks that delivers organisational value through increasing risk management maturity, and gaining better integration, by focusing on three key areas.

Table 4: Risk Management Objectives

Theme	Objective Statement	Measures	Owner (Portfolio)
Culture	To increase the risk maturity across the organisation	Maturity assessment / survey Education and training – online module launched Portfolio Risk Supporters (PRS) program launched	Organisation Capability
Governance	To enhance risk governance through a stronger focus on the three lines model	Adoption of the three lines model. As reflected in QPRC Risk Policy and Directives and other policies where relevant. Also reflected in the design of procedures. Education and training on the model	Organisation Capability
Architecture	To improve and align the framework to OLG requirements when published	Renewed Directive, tools and methodologies.	Organisation Capability

Principles:

Achieving the stated objectives across these three categories themes is based on the following principles:

- Ensuring the active management of uncertainty by taking an 'always on' approach by integrating the management of risks into the decision-making process.
- That risks and resulting consequences are considered in the context of the organisation's changing external and internal environment.
- Minimising the exposure to strategic and external risks.
- Controlling preventable operational, project, reporting and compliance risks through a system of internal controls.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 10.1 MINUTES OF THE QPRC HERITAGE ADVISORY COMMITTEE
HELD 21 OCTOBER 2021

ATTACHMENT 1 MINUTES OF QPRC HERITAGE COMMITTEE 21 OCTOBER
2021

Minutes of the QPRC Heritage Advisory Meeting Held on 21 October 2021

- Present:** Mayor Overall (Chair), Judith Bedford, Hollie Gill (via Zoom), David Loft (via Zoom), Cr Peter Marshall (via Zoom), Andrew Riley (via Zoom), Sue Whelan OAM (via Zoom)
- Also Present:** David Carswell, Pip Giovanelli, Abbie Grant, Michael Thompson, Jacinta Tonner
- Apologies:** Nil.

The Committee recommends:

1. Confirmation of the Report of Previous Meeting

Recommendation (Whelan / Loft)

QPRC HAC 17/21 That the report of the meeting of Committee held on 16 September 2021 be confirmed.

2. Business arising from the Minutes

Nil.

3. Declaration of Conflicts of Interest

Nil.

4. Benedict House Development Proposal

Ms. Tonner presented the final plans for a proposed development at Benedict House, 39 Isabella Street Queanbeyan. Earlier plans have been presented to the Committee in the past and modifications to the design have been made in line with the Committee's previous suggestions. Ms. Tonner invited the Committee's feedback on the amended design which features a basement carpark, expansion of the eastern wing to the south and a contemporary single level building above the basement carpark.

Additional changes to the design reflect adaptations that respond to specific feedback from the Committee, including:

- Expanded car parking
- The incorporation of materials from the old cottage – bricks will be re-used
- Interpretive panels in the original Benedict House building
- Perforated steel screening at the rear of the existing building along the eastern elevation.

Mr. Giovanelli stated that he is in support of these plans and that the high-quality, modern structure is an excellent resolution to previously raised concerns. He sees the renovated building making a valuable contribution to Queanbeyan's heritage, being a model for future developments and a boost to the local economy.

The Committee were unanimous in their agreement with the Heritage Advisor that the final plans be supported.

ECM: 1452762

Recommendation (Bedford / Loft)

QPRC HAC 18/21 That the Committee support the final design for the renovation and expansion of Benedict House at 39 Isabella Street for the purposes of a child care centre and recommend the plans for approval.

5. Bungendore Soldiers Memorial State Heritage Listing

The Committee has been approached by Mr. Rayner, the Grants Officer at the Bungendore War Memorial Committee, who seeks a letter in support of an application for State Heritage Listing of the Memorial.

Discussion indicated it was unclear whether it was intended that the listing of the Soldiers Memorial would include the whole of Bungendore Park. The concern was that a State Heritage Listing could bring about difficulties with managing activities on the land not related to the Memorial such as the playing surface, playground, tennis courts, amenities and carpark. It was therefore suggested that if the Committee supports the listing it should be on the basis that it is restricted to the Memorial itself and a reasonable curtilage of 5-10 metres around it.

Mr. Giovanelli also recommended that the curtilage of the memorial be better defined as part of the State Heritage Listing application. He advised that the defined curtilage should extend beyond the Memorial structure, to include the existing concreted area and the root zone of existing pine trees and plantings. A reduced area was generally agreed to by the Committee.

Mr. Thompson will have a diagram prepared with specific details of the Council's suggestion for the physical dimensions of the recommendation that can accompany the letter of support.

One Committee member questioned whether the application could also impact the proposal for a new Bungendore High School adjoining this location. Mr. Thompson advised that the current plans for the High School do not infringe the area occupied by the Memorial. Mayor Overall noted that at recent workshops regarding the High School, the Department of Education was sympathetic to the re-design of fencing in this location to ensure commemorations at the memorial could continue as they have in the past.

Recommendation (Loft / Bedford)

QPRC HAC 19/21 It is recommended that the Council provide a letter in support of the State Heritage Listing of the Bungendore Soldiers Memorial within a defined curtilage to be agreed upon with the nominator.

6. Local Heritage Grants 2021/22 – Recommendations for Grant Allocation

The Committee was presented with an overview of each grant application as well as the recommendation for each application. This was contained in a table attached to the agenda. Mayor Overall enquired as to whether these funds could be applied to the restoration of a well uncovered on the building site at 10 Rutledge Street. Mr. Thompson advised that the grant funds were fully allocated this year, but that Council has alternative sources of funding that are being explored for this purpose.

The Committee was unanimous in support of the recommendations for funding.

Recommendation (Whelan / Lodge)

QPRC HAC 20/21 It is recommended that the Committee support the proposed allocations for grants for the QPRC Local Heritage Grants 2021/22 as outlined in the attachment to the agenda.

7. Other Business

A Committee member inquired about the Council's plans regarding upgrades to changerooms at Queanbeyan Park. Mr. Thompson took the question on notice and will bring an update about this to the next Heritage Committee meeting.

A Committee member raised a question about additional security to reduce vandalism at Furlong House on Morisset Street. Mr. Thompson acknowledged that this is an ongoing issue and Council is looking at ways to mitigate it.

Mayor Overall requested a progress update regarding timing on repairs to the former Ray White building at the corner of Monaro and Lowe Streets. Mr. Thompson confirmed that he was aware that some cleaning had happened at the site, and that he will return to the Committee with details and an update.

8. Next Meeting

The next meeting will be held at 4.30pm on Thursday 18 November 2021 in the Committee Room at Queanbeyan Council Chambers. A Zoom link will also be arranged as required.

There being no further business, the meeting closed at 5:35 pm.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 10.2 MINUTES OF BRAIDWOOD AND CURTILAGE HERITAGE
ADVISORY COMMITTEE HELD 14 OCTOBER 2021

ATTACHMENT 1 MINUTES OF BRAIDWOOD AND CURTILAGE HERITAGE
ADVISORY COMMITTEE 14 OCTOBER 2021

Minutes of the Braidwood and Curtilage Heritage Advisory Committee Meeting held on 14 October 2021

Present: Lorba Drewry, Cr Peter Marshall (Chair), Peter Smith, John Stahel, Margaret Tuckwell

Also Present: Lorena Blacklock, Abbie Grant, Pip Giovanelli, Mark Lodder, Debbie Sibbick, Derek Tooth and Joanne Wilson Ridley

Others Present: Nil

Apologies: None

The Committee recommends:

1. Confirmation of the Reports of Previous Meetings

The Minutes of the meetings of the Committee held on 9 July and 12 August 2021 were noted (Stahel/Smith).

2. Business Arising from Minutes

Nil

3. Declaration of Conflicts of Interest

Nil

4. Proposed Road Safety Upgrades – Braidwood Central School

Ms Wilson Ridley presented the Committee with plans for proposed changes to McKellar and Wilson streets in support of improved road safety for school drop-off and pick-up zones. The aim of the upgrades is to highlight the pedestrian crossing and encourage its safe use. Council conducted a review of the site and usage in consultation with community members, the school P&C and the local police to determine ideal outcomes. The works would be funded by a one-off Federal Government improvement grant. Ms. Wilson Ridley and the Council's Service Manager for Contracts and Projects, Mr Tooth, invited the Committee's perspective.

The Committee discussed the proposal and there was general agreement that works in service to the safety of students, families and the school are to be supported and that in keeping with their terms of reference, the Committee's feedback would respond exclusively to heritage concerns.

The Committee raised concerns about impact on two State Heritage listed items on McKellar Street that could be affected by widening of the roadway to accommodate the proposed bus lane. Concerns were raised about the Mill building which is vulnerable to subsidence due to previous widening of the road and also about some trees that would be removed as a result of the proposal.

Alternative locations for the works were discussed and there was broad agreement that the proposed location is the best available, provided there was no bus parking in front of the Mill.

Discussion also occurred around the need for a holistic, street landscape perspective being undertaken which considers the detail of materials used, plantings and finishes and not just the kerbs and gutters. It was discussed that landscaping with these works would be potentially beneficial and could provide Council with a good opportunity to improve the affected streetscapes with thoughtful earthworks and plantings.

ECM 1446179

Minutes of the Braidwood and Curtilage Heritage Advisory Committee Meeting held on 14 October 2021

Mr. Tooth, Ms. Wilson Ridley and Ms. Sibbick agreed to consider the Committee's comments regarding budget, engineering and modifications of designs and will further advise the Committee.

Mr. Tooth also sought the Committee's feedback concerning a potential pavement treatment for this and other local works – a coloured concrete for footpaths with a gravel/sand finish and saw-cut grooves. The Heritage Advisor approved of the suggestion, agreeing that it had more character and looked better than the previously discussed 'papyrus' coloured concrete option.

5. Proposed Skatepark

Ms. Sibbick provided an update on the progress of plans for a Skatepark. The skatepark is to be funded by the Braidwood Youth and Performing Arts Association and Council's involvement is project management. Ms. Sibbick advised that the tender process had just closed, that the clearing of trees on site was due to begin the following week and a culvert would be engineered to re-direct the creek on site.

The Heritage Advisor raised concern about the piping of the creek near Araluen Street. Suggestions were made for appropriate landscaping of the development to reduce its impact when viewed from adjacent streets and that the existing plan should be updated with this intent. A site visit with the Heritage Advisor and staff was agreed upon.

The Heritage Advisor advised NSW Heritage approval is not required but recommended that it would be a courtesy to inform them of the project and ask for comment.

Councillor Marshall advised that the Council consider issuing the contract for this project in coming months.

6. Concerns About Publication of the Braidwood HAC Minutes

The Committee raised concerns about the recent newspaper publication of minutes from the recent Committee meetings where the record included detailed discussion points from each member. The Committee has a purely advisory role to Council and the record of discussions should be general with the detail provided in any resolution of the Committee.

Local Heritage Grants 2021/22

The Committee was advised that the Local Heritage Grants round for 2021/22 had closed and that recommendations for grants are to be presented to the QPRC Heritage Advisory Committee for their consideration at their upcoming meeting on 21 October 2021.

7. Other Business

Nil.

8. Next Meeting

The next meeting will be held at 9:00 am on **Thursday 18 November 2021** with the location to be confirmed. There being no further business, the meeting closed at 10:35am.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Planning and Strategy Committee of the Whole Meeting Attachment

10 NOVEMBER 2021

ITEM 10.3 MINUTES OF THE ENVIRONMENT AND SUSTAINABILITY
 ADVISORY COMMITTEE MEETING HELD 20 OCTOBER
 2021

ATTACHMENT 1 MINUTES OF THE ENVIRONMENT AND SUSTAINABILITY
 ADVISORY COMMITTEE MEETING HELD ON 20
 OCTOBER 2021



**Report of the Environment and Sustainability Advisory Committee Meeting
20 October 2021 @ 3.30pm**

Present: Cr Peter Marshall (Chair), Daryl Crapp (Molonglo Conservation Group), Tom Baker (Queanbeyan Landcare), Katrina Willis (Community Representative); Meagan Cousins (Community Representative).

Also Present: Mike Thompson (Portfolio General Manager / Chair), Natasha Abbott (Service Manager Natural Landscapes and Health), Cameron Pensini (Sustainability Officer); Melinda Corey (Coordinator - Environmental Health), Gina Herrmann (Cadet Environmental Health Officer).

1. Apologies:

Nil

2. Declarations of Interest

Nil

3. Confirmation of report of the previous meeting

The minutes of the previous meeting were accepted as an accurate record of the meeting.

4. Matters arising from previous minutes

Nil

5. Update on Captains Flat Lead Issue

The Legacy Mines Program (LMP) within the Department of Regional NSW propose to undertake remediation works at the legacy Lake George Mine, located immediately west of Captains Flat.

The proposed remediation works broadly include:

- Fencing and tourist walk for viewing historic mining structures
- Strategic structural works
- Rock armouring
- Remediation earthworks and capping
- Augmentation of surface water drainage
- Revegetation

Mining operations (for silver, gold, copper, lead and zinc) in the area commenced in the early 1880s with several small operations amalgamating to form Lake George Mine. Mining continued until 1962, when the Lake George Mine officially closed. The site is heavily contaminated with metals, metalloids (including lead, arsenic, copper, and zinc) and sulphur and has undergone a succession of remediation works since 1972.

Transport for NSW (TfNSW) has identified lead contamination in surface soils in the Captain's Flat Railway Station precinct, immediately to the north of the Rail Loading Area. The NSW EPA then carried out precautionary testing of surface soils in public and community spaces at Captains Flat, as well as offering testing to private properties to check for lead beyond the former Lake George Mine, within the township.

Results show:

- Tests carried out by the EPA in the northern part of the village generally returned low readings, except for Foxlow Parklet on the corner of Foxlow and Spring streets.
- In the southern part of the village, closer to the former mine, readings were elevated above the health investigation levels for lead at some locations, including on the roadside on Foxlow Street, between the Captains Flat Hotel and the Captains Flat Rural Fire Station, and at the old preschool.

A Lead Management plan is being developed to identify hotspots that have been contaminated in town during the past and develop strategies to remediate or abate the impacts from this.

ACTION: Staff to provide comment on the Review of Environmental Factors for Lake George Mine Remediation, including traffic flows.

6. Update on Bungendore Lead Contamination

TfNSW have found elevated levels of lead in soil within the Bungendore rail corridor, including in the areas next to and within the rail tracks and some areas of the rail corridor where trains were required to slow down, stop or load and unload. They are continuing to investigate. This includes air monitoring and further soil testing in the rail corridor, the station, men's shed and the informal car park at Majara Street and Kings Highway. A temporary fence has been erected to prevent access to parts of the rail corridor while further investigations take place. Current advice is that no evidence of contamination outside the immediate area has been detected.

7. Urban Forest Strategy

Following the public exhibition period (3 August 2021- 5 September 2021), the online data analysis indicates that a total of 58 visits occurred on the 'Your Voice- QPRC Urban Forest Cooling Strategy' webpage with 16 visitors downloading the documents. Of these visitors, 13 participants responded to the survey questions. Most participants live in Queanbeyan-Palerang and were mostly from Queanbeyan, Bungendore, and Braidwood.

In terms of submissions during the course of public exhibition (3 August 2021- 5 September 2021), Council received a total of 23 'Your Voice' comments and 6 written submissions. These have been reviewed and 6 new actions added to the document.

The document will be taken back to Council in the new year for adoption.

8. Reporting on Climate Action Plans and SOER Reporting

Council is preparing a State of the Environment Report for the first year since QPRC was formed in 2016. This will include a summary of the 2017-2021 State of the Environment Report for the Annual Report, showing key trends and information since amalgamation. This provides an opportunity to report on climate change actions and other indicators of environmental performance. The Report will be presented to Council in November.

The Committee noted a 18% decrease in recycling. This has been attributed to the introduction of the container deposit scheme, with beverage packaging collected by the community being diverted from Council's collection services.

9. Cat Containment in Googong

Queanbeyan Landcare (QLC) have been concerned about the increase of cats roaming. A letter from QLC to QPRC is foreshadowed. Cat containment rules have now been introduced in Googong and Landcare would like Council to investigate the possibility of extending it to other areas such as Greenleigh. Starting at rural residential areas including Bungendore and across LGA makes sense and areas of high conservation value.

Committee was advised that staff are in preliminary discussions for extending the cat containment requirements to new development interface areas. It is more difficult to introduce to older residential areas, where phase in periods are reasonable. Encourage submission to Council to keep the discussion going.

MCG very supportive of the proposal and has worked with ACT to introduce in new and existing areas.

Recommendation: Moved Willis/Baker

QPRC ESAC 03/21: That Council:

- 1) **Consider external cat containment areas across QPRC, starting with all rural residential precincts and new housing estates in Bungendore.**
- 2) **Start community consultation on extending the policy across the LGA.**

10. Botanical Gardens

Council has been unable to arrange an onsite meeting to inspect the Botanical Garden project due to COVID restrictions. This will be rescheduled for the new Council and Committee.

Arising from this, Landcare have made a submission. Large planting below Morisset low level and cemetery need attention. Guards loose, weeds and mulching. Need to protect the investment. Perhaps Landcare activity or a Friends of Group to be established. Community cleanup activity could be advertised at Park Run on a Saturday.

11. Actions and Recommendation Lists

The Committee went through outstanding actions and recommendations.

12. Officers Reports

Nil

13. Members Reports.

- Landcare have undertaken Bi-Annual Aprasia monitoring at Fairlane Estate. Historically finds include 7-14 animals or skins. This year only 4 animals were found. Season has been cool to date, may survey again behind units on River Drive.
- Rutidosis Reserve at Jerrabomberra – What is the condition of the reserve?. They seem to have disappeared. Can the species be propagated for that reserve?

- Conversely the Rutidosis in Poplars Reserve is prolific with 1000's of plants and now protected by fencing by owners.
- Hoary Sunray between Candlebark and Thornton Road has been mowed. What is Council's position on damaging Threatened Species. Staff to be trained to recognise and avoid these areas. Species in flower all around Queanbeyan at present.

14. Farewell to Committee Members

Mr. Thompson expressed the Council's appreciation for the time and effort members had dedicated to the Committee. The feedback provided by Committee members is important to gauge community views and expectations. Input has always been very valuable and considered.

The new Council will review all committees and if supported will once again call for nominations from the community for representatives.

Special thankyou to Councillor Marshall for Chairing the meetings.

Meeting ended at 5.00pm