



Ordinary Meeting of Council

25 May 2022

**UNDER SEPARATE COVER
ATTACHMENTS**

ITEMS 9.5 TO 14.1

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

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Council Meeting Attachment

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ITEM 9.5 APPROVAL TO REMEDIATE COUNCIL LAND

ATTACHMENT 1 TEMPLATE FOR LETTER OF APPROVAL

Land access consent

I, (the landowner)
(name)

the landowner ofLot 1, DP222274, Captains Flat.. (the land)
(property address)

grant authorised contractors of the Department of Regional NSW the right to enter the land to undertake the work(s) described in Schedule A (Particulars of Work). This land access consent is valid during the term set out in Schedule A, unless otherwise agreed.

Signature:

Landowner:
(name)

Date:

SCHEDULE A

Particulars of Work

Term of this land access consent is from: June 2022 to 31st December 2023.

Periods of permitted access: 7am to dusk.

Description of work: Soil Remediation Works, Fencing, Removal of dilapidated structure.

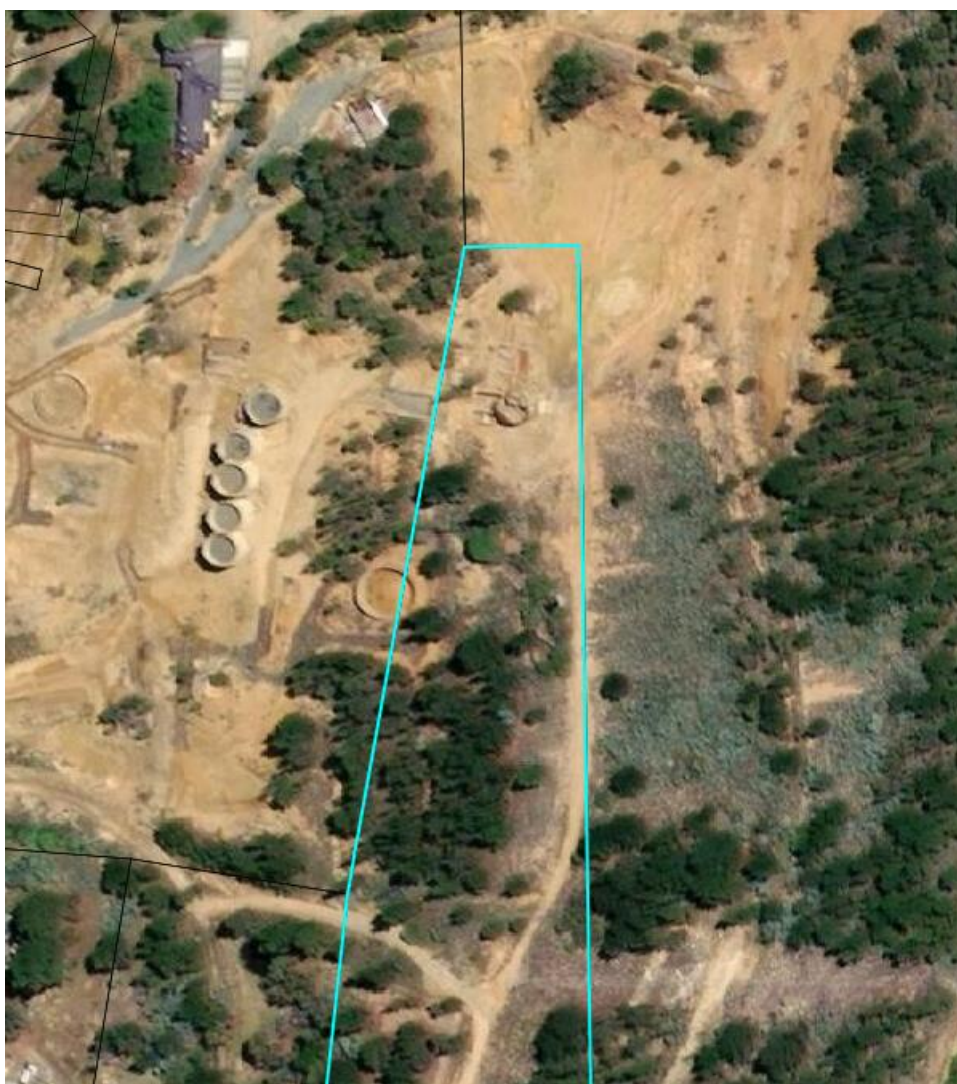


Figure 1: Location of parcel of land in discussion Lot 1, DP222274 Captains Flat

Proposed Soil Treatment

The intended treatment of the soil in the bare areas within the land involves a range of three treatment options.:

- 1) Option 2: In situ lime neutralisation of the 200-300mm thick subsoil where possible, application of a 200mm subsoil and 100mm topsoil layer, sowing of the area with a cover crop to ensure minimal soil erosion
- 2) Option 3: In situ lime neutralisation of the 200-300mm thick subsoil where possible, separation geotextile installation, application of 300mm of rock mulch. This will keep the mining industrial look in the area above the lookout walkway
- 3) Option 4: In situ lime neutralisation of the 200-300mm thick subsoil where possible, installation of cellular confinement system with 200mm subsoil and 100mm topsoil layer, sowing of the area with a cover crop to ensure minimal soil erosion

The various drainage features that are currently in situ will be modified to suit the proposed landform.

The Typical Capping Profiles of the proposed works for the land parcel is shown in figure 2

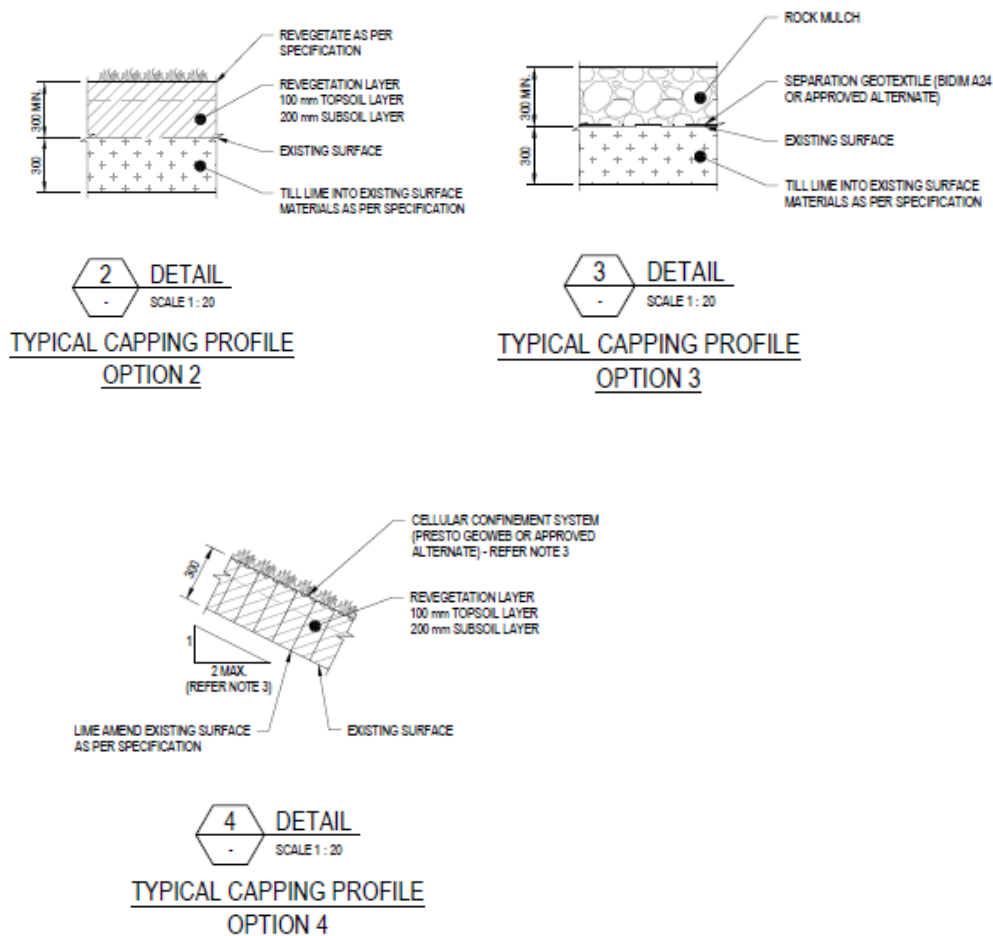


Figure 2: Typical capping profiles

Removal of dilapidated metal and wooden components of surge bin.

The substantial concrete components of the surge bin will remain in situ, but the dilapidated metal and wooden components of the surge bin, along with the contaminated ore within, will be removed to improve safety and reduce environmental risk. This work is dependent on the outcome of geotechnical assessment of the area prior to works. The geotechnical assessment will be undertaken as part of the early works onsite. An engineered concrete cap will be installed if required.

Fencing of the structure will be upgraded after the remediation works are completed.

An archival recording of the structure will be undertaken by a qualified person prior to the works.

Access During Works

The majority of the mine site will be inaccessible during the works, although access to residents and infrastructure will be coordinated with the neighbours and relevant authorities.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

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ITEM 9.6 LOCAL GOVERNMENT RECOVERY GRANT - FLOODING ON
22 FEBRUARY 2022 ONWARDS

ATTACHMENT 1 RECOVERY GRANT GUIDELINES



Australian Government

NSW Council Support Payments (Category D)
Local Government Recovery Grants
Program Guidelines for Councils

Part 1: Summary/Overview

Australian Government Reference Number (AGRN)	AGRN 1012
Event Name/s	NSW Severe Weather and Flooding: 22 February 2022 onwards
Disaster Recovery Funding Arrangements (DRFA) Category of assistance	Category D
Name/title of initiative	Local Government Recovery Grants
Program completion	30 June 2024
Type of assistance and who will receive support/benefit	<p>Streamlined, flexible and immediate funding directly to local councils, to support local economic and social recovery in areas impacted by the NSW severe weather and flooding events.</p> <p>The Council payments will provide timely financial assistance directly to affected councils to support them to undertake immediate recovery activities, address emerging needs and to help build community resilience. This includes initiatives across the built, social, economic, and natural environment recovery domains.</p>
Available Funding	<p>\$1 million to each local council declared under an eligible disaster event.</p> <p>Where councils are declared under multiple events, a single funding amount (up to \$1 million) will be provided to cover all events.</p>
Description of initiative, including: relevant amounts/levels of support; how the assistance will be provided/delivered; and eligibility criteria	<p>The grants provide financial assistance to councils towards supporting restoration and recovery projects that best meet their community's needs.</p> <p>Payment will be released to councils to assist them in undertaking immediate recovery activities, addressing emerging needs and help build community resilience. Councils are encouraged to use these grants on measures and activities not eligible through existing Disaster Recovery Funding Arrangements (DRFA) but may use these grants on activities eligible through Cat A and/or Cat B of the DRFA.</p> <p>Projects must meet eligibility and project criteria as outlined in the program guidelines. Councils will be required to submit a Program of Works within three (3) months of receiving funding and regularly report on how the funds are being spent.</p>
Locations where the initiative will be made available/provided	Funding will be made available to disaster declared Local Government Areas (LGAs).
State/territory administering agency and contact details	<p>The Office of Local Government (administering agency)</p> <p>Email: recovery@olg.nsw.gov.au</p> <p>Phone: 02 4428 4100</p>

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Australian Government

Part 2: Recovery Needs

Objective

The objective of the program is to deliver immediate flexible grants to local councils for projects which support economic and social recovery projects at a local level. Funding aims to support restoration and recovery activities that

- Are eligible activities under Cat A and/or Cat B of the DRFA; and/or
- Are not otherwise eligible through existing support measures, but can demonstrably strengthen community resilience and reduce the impact future natural disasters will have on communities.

In recognition that the impact of these storm and flood events have been diverse, councils can apply for funding for a range of activities that best meet their local community's needs. The program will encourage community and local economic recovery in the short, medium and long-term.

Councils will be responsible for working with the NSW Government administering agencies to ensure funding complements (rather than duplicates) any other forms of recovery assistance being delivered.

Program outcomes

Council will need to demonstrate in their Program of Works how projects aim to contribute to one or more of the following outcomes (See Part 4 and Part 5 for details outlining this requirement):

Disaster Recovery Outcomes

- The needs of vulnerable groups are addressed in the disaster recovery process
- The community is aware of the disaster recovery process
- The community can express its changing disaster recovery needs
- Community members are aware of the risks of future disasters
- Government, private sector, civil society and organisations are engaged in plans for preparedness and management of the recovery

Social and Economic Recovery Outcomes

- Community members receive access to appropriate and coordinated social services
- The community has improved capacity and capability to respond to future disasters
- The community strengthens its ability to withstand and recover from future disasters
- Business and non-profit groups implement adequate mitigation practices for risks and threats

Built and Environment Recovery Outcomes

- Infrastructure that delivers essential services to the community is repaired
- Infrastructure is repaired in accord with changing recovery needs
- Cultural or heritage sites or assets of importance are restored, where possible, in a way that provide these values to the community
- The impact of future disasters on biodiversity and ecosystem is minimized



Australian Government

Part 3: Funding

The Local Government Recovery Grants program is jointly funded by the Australian and NSW Government and administered by the Office of Local Government under Category D of the Disaster Recovery Funding Arrangements (DRFA) 2018.

Payment to councils

An upfront payment of up to \$1 million will be released to each eligible council who will be required to sign a Grant Acknowledgement Schedule (the Schedule) between the Office of Local Government and Council.

Under the Schedule, Councils agree to:

- provide a Program of Works within three (3) months of receiving funding
- provide reports on a quarterly basis as per Disaster Recovery Funding Arrangements

(See Section 5 for details outlining the Program of Works and Reporting requirements)

Spending funds on eligible project costs can occur prior to submission of Program of Works. Council will be required to pay back funds which have not been spent in accordance with these program guidelines or any funds which are not expended by 30 June 2024.

It is strongly recommended Council contact the administering agency prior to spending funds should they require any advice or assistance regarding eligibility.

Part 4: Eligibility Criteria

Projects must meet the eligibility criteria and the project criteria for expenditure to be considered eligible under the grants program.

Eligible applicants

Eligible applicants include NSW disaster declared councils.

Ineligible applicants

The only circumstance where an organisation other than a council may be considered for funding is for the Unincorporated Area of NSW (if disaster declared).

Project location

Projects seeking funding must be delivered in an eligible LGAs.

Projects that provide benefit across multiple eligible LGAs are considered eligible (i.e. LGAs can combine funds for eligible projects). Where the Council/s is not the owner of the land on which the project will be delivered, landowner's consent will be required as part of the Program of Works.

Project criteria

Councils will be required to submit a Program of Works within three (3) months of receiving funding (see Part 5 outlining Council Program of Works).

The Program of Works should detail all eligible projects that are planned for delivery and council must demonstrate how each eligible project meets the project criteria outlined below:

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Project Criteria	Description
Diverse local recovery needs are balanced	The community has a need for the project and its outcomes. This need can either be demonstrated through data analysis or through community driven interest in the project and its outcome.
Alignment	The project is able to contribute to social and economic recovery needs and current recovery activities whilst avoiding duplication with other recovery initiatives already funded or underway.
Resilience building	The project supports the ongoing productivity, sustainability, preparedness and disaster resilience of the impacted community or infrastructure asset(s).
Local support and delivery	The community supports the project and participate, where possible, in planning and development processes. The project should aim to optimise local and Indigenous employment and procurement opportunities, including opportunities for local trades, services and other input-supplying businesses.
Feasibility	The project is feasible, risks and consequences are acceptable, and appropriate mitigation strategies are identified. Project proponents can demonstrate delivery capacity and experience, and project readiness supports commencement and completion within program timeframes. Cost is an effective, efficient, and ethical use of resources. Council must provide evidence the project has been adequately planned, costed and appropriate mitigation strategies are in place for identified risks. For infrastructure projects, council should demonstrate how any infrastructure is to be maintained, including evidence to demonstrate that the future operating and maintenance costs of the project can be continued.

Eligible projects

Projects should contribute to recovery initiatives that are not otherwise eligible under the Disaster Recovery Funding Arrangements 2018 (DRFA). Projects which include activities that align to Category A or B initiatives may be eligible (see examples of eligible projects).

To be eligible projects must:

- Meet all eligibility criteria outlined in Part 4 of these program guidelines
- Support the recovery of the local community's economy, social well-being, built or natural environment, or improve resilience to future natural disasters
- For infrastructure projects, not meet the definition of *essential public asset* in the DRFA
- For community infrastructure projects, infrastructure must play a demonstrated, important role in providing one or more of the following:
 - basic social and recreational amenity to local residents and visitors
 - help support and/or safeguard community cohesion
 - support the delivery of social support networks
 - support local and Indigenous-owned businesses through procurement
- For council or community infrastructure projects, be for the repair or rebuild of infrastructure that was directly impacted as a result of an eligible disaster or be for the enhancement (disaster resilience) works required to prepare for an eligible disaster
- Align with relevant NSW Government policies and strategies
- All eligible projects be completed by 30 June 2024

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Examples of eligible projects

Projects must align to one or more of the project categories and project types below:

Project Category	Project Type	Example
Social and economic recovery	<p>New activities and measures/events that directly support local economic or social recovery:</p> <ul style="list-style-type: none"> Recovery initiatives which support and promote community safety and wellbeing, social support, or social development. Initiatives which support and promote sustainable local economic recovery, business continuity, business preparedness and business development. <p>This may include projects that relate to existing activities and measures, where it can be demonstrated that the proposed project adds value to the existing activity or where an existing activity or measure has been significantly financially impacted by eligible storm and flood events or compounding disasters.</p>	<p>Activities, measures, events may include but are not limited to:</p> <ul style="list-style-type: none"> Community information initiatives Activities aimed at restoring community safety and wellbeing Commemorative events and/ or memorials Heritage and cultural events and initiatives Advocacy and monitoring services Community wide mental health and support programs Recovery outreach activities which support access to safety and security, shelter or health services Access to support on insurance, financial counselling and mentoring programs Tourism and small business initiatives Local economic development initiatives Programs that value and build on the local capacities of services that support economic activities (e.g. non-profit groups)
	<p>Employing additional local staff to take on fixed term temporary specialist recovery or planning roles to help coordinate and plan the rebuilding effort and to foster resilience-building within the LGA</p> <p>This includes employment of contractors, casual or fixed term temporary staff (or backfill staff when a staff member is deployed to these roles, and backfill is fixed term temporary).</p> <p>Note: this does not include the additional hire of staff to project manage restoration works related to essential public assets.</p>	<p>Employment of additional local staff may include:</p> <ul style="list-style-type: none"> Additional local staff hired by Council to work directly in the delivery of an eligible project or to help coordinate and plan recovery efforts

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Project Category	Project Type	Example
Built and environmental recovery	Evacuation and Relief Centres: Reconstruction or enhancement (disaster resilience) to evacuation and relief centres that were directly impacted as a result of an eligible disaster or enhancement works that were required to prepare for the eligible disaster.	Including council or key community infrastructure owned/managed by non-council community groups. This may include not-for-profit organisations or non-government community social infrastructure assets which play a key role in social cohesion.
	Council or community owned infrastructure: Reconstruction or enhancement (disaster resilience) to directly impacted council or community owned infrastructure that is not otherwise eligible under the DRFA, including council damaged built, environmental, cultural, historic, or recreational assets. This may include: <ul style="list-style-type: none"> - Reconstruction or enhancement of key community infrastructure owned/managed by non-council community groups. This may include not-for-profit organisations or non-government community social infrastructure assets which play a key role in social cohesion. - Using funding for the purpose of enhancement or complementary works to Essential Public Assets, where the costs for enhancement or complementary works aren't covered by the DRFA. <p>Note: Assets or infrastructure which meet the definition of an Essential Public Asset under the DRFA are not eligible for funding (see Part 6 Definitions).</p>	Projects may include, but are not limited to, repair, replacement of disaster damaged council or community: <ul style="list-style-type: none"> • access roads and car parks • council cemeteries • playing field or court surfaces • retaining walls • war memorials • parks and playgrounds • walking trails and footpaths • pedestrian bridges • signage in public spaces • river/creek banks • youth and senior citizen facilities • tourism, arts and culture facilities • fixed sporting equipment • cultural heritage and identity of place assets • wharves, jetties, boat ramps <p>Enhancement (disaster resilience) projects may include, but are not limited to:</p> <ul style="list-style-type: none"> • increased flood immunity (e.g. additional or increased diameter of culverts) • realignment of roads • Provision of additional signage • Enhanced materials for reconstruction

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Australian Government

Project Category	Project Type	Example
Built and environmental recovery	Waste clean-up of assets and infrastructure: Clean-up of assets not covered by the DRFA (including category B, C, D), other government assistance or insurance claims. Note: this is only for projects in eligible LGAs where funding for clean-up assistance or waste disposal measures are not otherwise available.	Projects may include but are not limited to: <ul style="list-style-type: none"> • Debris clean-up and removal, including green waste, trees, sediment, silt, mud, flood deposited waste items that are not otherwise covered by DRFA or other assistance measures.
	New projects or initiatives related to assets and infrastructure that support disaster resilience in response to flood and storm events: Projects or initiatives which have been identified following the flood and storm events which address the causes of risk to hazards and implement disaster reduction initiatives across the built and natural environment. Note: this does not include the building of new infrastructure which did not exist prior to the eligible disaster.	Projects may include, but are not limited to, initiatives related to: <ul style="list-style-type: none"> • Protection of existing structures • Sensitive ecosystems • Critical infrastructure • Education and awareness about hazard and risk
Resilience	Community capacity recovery building and resilience Projects or initiatives aimed at increasing community awareness, enhancing capacity and building resilience to future disasters	Projects or initiatives may include but are not limited to: <ul style="list-style-type: none"> • Re-building or establishing new community networks • Workshops and forums which provide awareness for disaster implications and developing risk mitigation plans • Programs that assist affected people and groups to explore alternative opportunities through learning new skills

Examples of ineligible projects

Ineligible projects include those that:

- fund the day-to-day operations and/or business as usual activities of the organisation
- include building of new infrastructure which did not exist prior to the eligible disaster
- for infrastructure assets that meet the definition of an *essential public asset* under the DRFA
- are fully funded through other government grant(s), assistance and/or insurance claims
- duplicate other recovery initiatives already funded or underway
- are located outside of the eligible LGAs
- require ongoing funding from NSW or Australian Government
- are not aligned to the objective and outcomes of the program
- have exclusive private benefits or provide direct commercial and/or exclusive private benefit to an individual or business
- include improvements or repair to residences

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Eligible expenses

Eligible expenses must be directly related to delivering the approved project and may include:

- extraordinary local government labour and plant costs directly associated with delivering the eligible project. Including base wage plus on costs to a maximum of 32.19% (including superannuation, workers compensation, and long service leave, if applicable, etc).
- extraordinary administrative costs, such as overtime, additional allowances (travel and accommodation) and communications costs (additional telephone or internet services)
- extraordinary project management, design, supervision and inspection/superintendent costs to deliver the project
- project costs related to buying or upgrading capital items, equipment or supplies up to 5% of total grant value
- plant and labour hire costs
- materials
- operating project and event costs, including program and service development costs
- temporary office accommodation costs (where required) that are not council owned

Ineligible expenses

Expenses that cannot be claimed include, but are not limited to:

- project costs related to buying or upgrading capital items, equipment or supplies (greater than 5% of total grant value)
- financing, including debt financing, or insurance
- legal costs
- project costs that are reimbursable under other approved/awarded funding sources
- additional hire of staff to project manage restoration works related to essential public assets
- site rental costs for infrastructure projects and environmental projects
- for community programs, rental costs not directly associated with the program
- costs relating to depreciation of plant and equipment
- business-as-usual operational costs and expenditure, including core business responsibilities and ordinary wages and plant costs of local / state government agencies
- in-kind contributions
- funding to a third party in the form of sponsorship, grant, cash prize or commercial gift
- non-project related staff training and development costs
- operational expenditure, including but not limited to regular repairs and maintenance
- ongoing / recurrent funding that is required beyond the stated timeframe of the project
- for infrastructure projects, funding for any ongoing staff or operational costs
- for non-infrastructure projects, funding for ongoing staff or operational costs beyond the scope and timeframe of the funded project
- ongoing costs for administration, operation, or maintenance
- purchase of land
- loss of revenue on council owned buildings or any other building



Australian Government

Part 5: Administrative Arrangements

Program of Works

The administering agency will provide Council with a Program of Works template and be available to provide advice to Councils in preparing and submitting the relevant information.

It is strongly recommended Council contact the administering agency prior to spending funds should they require any advice or assistance regarding eligibility. Council will be required to pay back funds which have not been spent in accordance with these program guidelines or any funds which are not expended by 30 June 2024.

Project information and supporting documents which may be required as part of the Program of Works, may include but is not limited to:

- project name
- project description
- socio-economic benefits of project
- requested funding
- council contribution (if any)
- estimated total project cost
- accurate GPS locations of proposed site/s (for infrastructure projects)
- proposed project start date and approximate project duration
- a completed project plan including a risk plan
- cost estimates/quotes
- options analysis
- cost benefit analysis
- results of investigation/ consultation
- letters of support, as appropriate
- evidence confirming funding sources
- evidence of land ownership/tenure
- scope works and key milestones
- letter of offer / employment for temporary staff
- a copy of completed Cultural Heritage Management Plan, Vegetation Assessments, Environmental Management Plans, etc. as appropriate or evidence that these types of plans are not required.

The administering agency may request additional information from Council or from any other source.

Where there is uncertainty or unintended outcomes arising from the project eligibility requirements, a practical approach will be taken to resolve issues. Final determination will be made at the discretion of the administering agency, with advice and recommendations from relevant government agencies.

The administering agency may refer projects to other funding programs for consideration.

Requests for variations or changes to the project will only be considered by the administering agency in limited circumstances.

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Australian Government

Councils should be aware that information submitted in Program of Works and all related correspondence, attachments and other documents may be made publicly available under the Government Information (Public Access) Act 2009 (NSW). Information that is deemed to be commercially sensitive will be withheld.

Complaints handling

Contact recovery@olg.nsw.gov.au in the first instance

Reporting

Council will submit project progress reports to the administering agency on a quarterly basis, and may include information such as:

- actual expenditure reported against the approved capped amount (e.g. general ledger or transaction listing)
- percentage of scope of works completed
- delivery against project milestones and outcomes
- any variances in scope, cost or time

The reporting requirement for councils will be included in the Grant Acknowledgement Schedule.

The Australian Government or the administering agency may request funding information and progress reports outside of the agreed reporting activity if required.

Monitoring and Evaluation

Councils will be required to participate in a program evaluation which is undertaken during and/or after completion of the project to determine the extent to which their projects have contributed to the objectives of the fund. The evaluation will require Councils to provide evidence of how projects have resulted in a measurable benefit to the community that is consistent with the objectives of the Local Government Recovery grants program.

Public acknowledgement

Councils must acknowledge the joint Australian and NSW Governments support for the project as per the DRFA Guidelines: <https://www.disasterassist.gov.au/Documents/Natural-Disaster-Relief-and-Recovery-Arrangements/disaster-recovery-funding-arrangements-2018.pdf>

To obtain Australian Government agreement to public announcements, promotional materials or other publicity materials, councils must contact the administering agency, who will liaise with the National Recovery and Resilience Agency.

The NSW Government or Commonwealth Government may use any information submitted by an Council for promotional material. Information may be used in the form of press releases, case studies, promotional material and in response to media enquires relevant to the Local Government Recovery grants program.



Australian Government

Assurance and acquittal

Councils will maintain and make available accurate audit records consistent with the minimum evidentiary requirements outlined in clause 10.4 of the DRFA. DRFA records must be available for seven years from the end of the financial year the claim is acquitted by the Australian Government.

For assurance purposes, the Australian Government may at any time, via the administering agency, request documentation to evidence the NSW Government's compliance with any aspect of the DRFA.

Councils must consent to Resilience NSW conducting an audit of grant funding within a period seven years from the signing of the funding deed, and retain relevant documentary evidence to provide on request, should they be selected for audit. Documentary evidence may include:

- Financial acquittal report
- Payment receipts for completed works
- Bank records or ledgers
- Statutory Declaration from authorised delegate

Penalties apply where false or misleading information is provided.

Part 6: Definitions

Community Infrastructure means key community infrastructure owned/managed by non-council community groups. It must be demonstrated that this infrastructure plays a key role in providing one or more of the following:

- basic social and recreational amenity to local residents and visitors
- help support and/or safeguard community cohesion
- support the delivery of social support networks
- support local and Indigenous-owned businesses through procurement

Disaster Recovery Funding Arrangements 2018 (DRFA) means the joint Commonwealth-State cost sharing arrangements, these can be viewed online via disasterassist.gov.au/disaster-arrangements

Essential Public Asset (under the DRFA) means an asset that must be a transport or public infrastructure asset that is an integral part of a state infrastructure and normal functioning of a community. Examples of assets that are **not** considered to be essential public assets are:

- Private roads
- Roads on Crown Land that are not Crown Roads
- Sporting or recreational or community facilities (for example, playgrounds and associated facilities)
- Beaches, coastal areas and riverbanks
- Religious establishments
- Cemeteries
- Memorials

Reconstruction means the restoration or replacement of an infrastructure asset.

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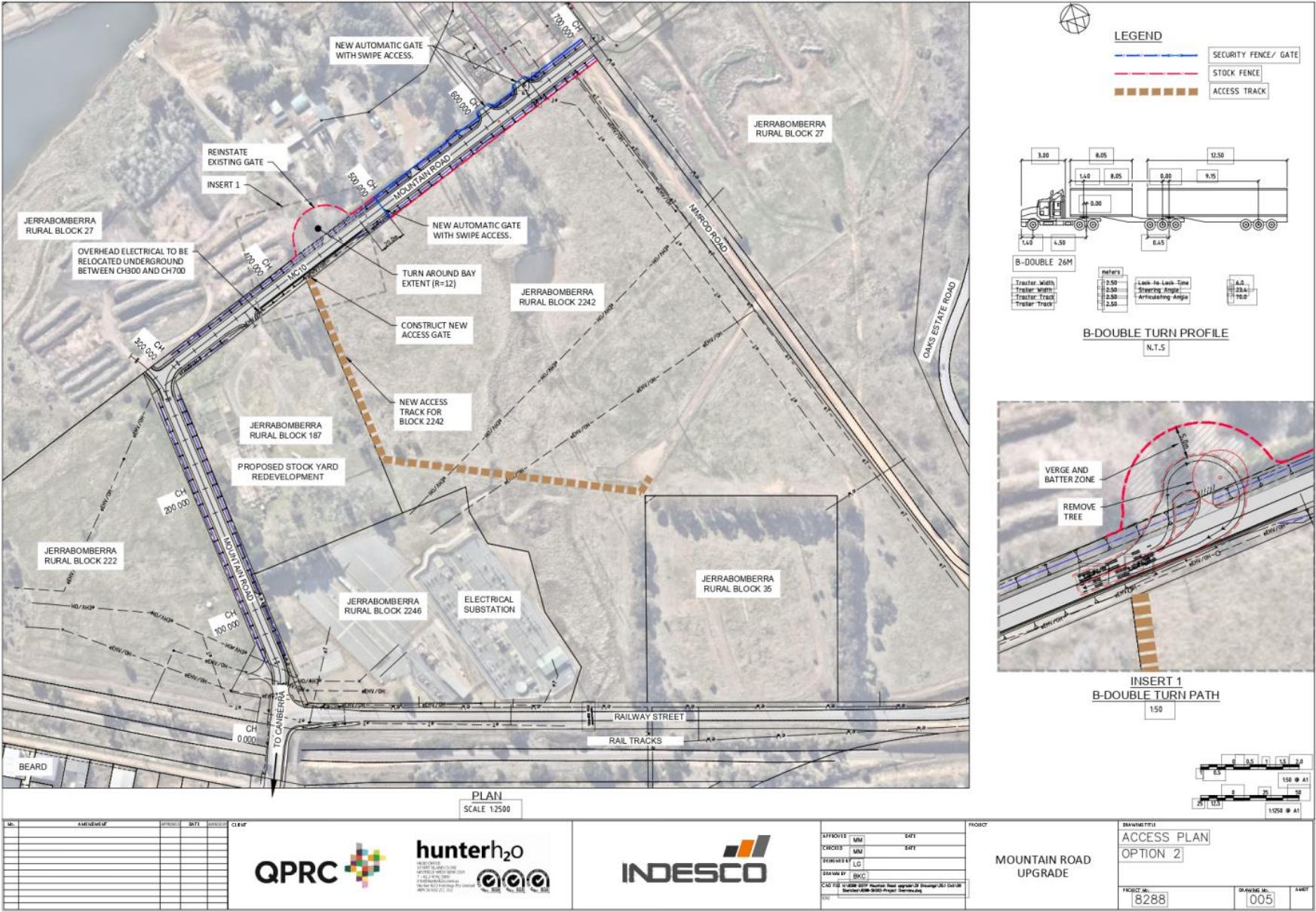
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25 MAY 2022

ITEM 9.8 APPROVAL TO MAKE APPLICATION TO INCORPORATE
PARTS OF NIMROD AND MOUNTAIN ROADS INTO THE
QUEANBEYAN SEWAGE TREATMENT PLANT SITE
LEASE

ATTACHMENT 1 PROPOSED EXTENT OF WORKS FOLLOWING PURCHASE OF
PARTS OF MOUNTAIN AND NIMROD ROAD

9.8 Approval to make Application to Incorporate Parts of Nimrod and Mountain Roads into the Queanbeyan Sewage Treatment Plant Site Lease
Attachment 1 - Proposed extent of works following purchase of parts of Mountain and Nimrod Road (Continued)



QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 9.10 DRAFT RESOURCING STRATEGY

ATTACHMENT 1 DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-26



Queanbeyan–Palering Regional Council

Draft Workforce Management Strategy 2022–26



DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-26

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DRAFT WORKFORCE MANAGEMENT STRATEGY 2022-26

1. EXECUTIVE SUMMARY

The Workforce Management Strategy 2022-26 is a refresh of the version prepared in 2019. It continues to be based on the DPSIR framework (see right and Section 4) and, together with the subordinate Workforce Plans, provides the overarching context and direction to shape our culture and development of our people; mechanisms to develop leaders and staff; and provide a workforce that grows with service demands and is diverse and inclusive.

Embedded with the asset, technology and financial plans in the Resourcing Strategy, the Workforce Strategy aims to recruit and retain the right people with the right skills and values at the right time for QPRC, to deliver services and manage assets based on the budget and digital forecasts.

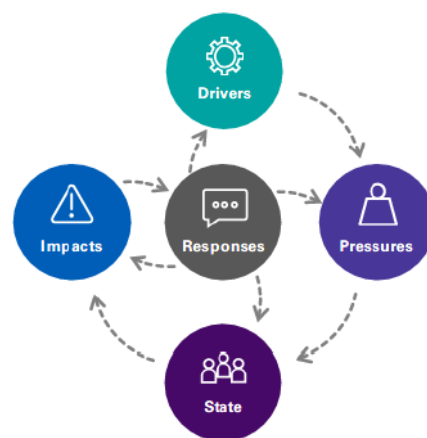


Figure 1: DPSIR model

The Strategy recognises the journey transitioning the workforce and organisation following the merger in 2016, and sets higher order ambitions to:

- build a contemporary future-focused workforce that will support adaptation to change;
- attract, retain and develop a diverse and inclusive workforce;
- grow cadets and trainees to 10% of the workforce;
- Learn from the challenges related to Covid-19 to provide a flexible, capable organisation
- unlock and achieve high performance of teams through stronger leadership capability;
- creatively manage our ageing workforce;
- provide equal employment opportunities;
- improve productivity through addressing unplanned absences and poor safety;
- provide a safe, inclusive and accessible workplace through Council's HSEQ Assurance Framework and capability training and awareness;
- instil a continuous learning and improvement environment through learning and development and process improvement;
- shape a positive customer-focused technically savvy culture through investment in culture development and technology adoption; and,
- achieve higher level of satisfaction of internal and external customers' perception of services

Council's Workforce Management 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.

Council has targeted its staff to resident ratio at up to 7.5 staff per 1,000 residents, in-line with local government industry standards. Development and population growth in Googong, South Jerrabomberra and Bungendore will require an expansion of service delivery, including maintaining and operating new community facilities and infrastructure. Over the next four years, we have identified the need for up to an additional 40 staff members to

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maintain current levels of service delivery for a larger population, 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). The new positions will be largely reliant on new or increased revenue streams.

Our back office areas will remain relatively steady in terms of growth, so that we can focus on the service delivery that matters to our community: our assets and planning services.

Over the next four years, we will increase our number of trainees, cadets and apprentices to hit our goal of 10% across the organisation. Aiming to provide opportunities for new workers to create careers in local government and to develop the necessary skills we need to operate our business.

Since the 2016 merger, QPRC developed plans and timelines for developing a single organisation structure, reviewing positions, recruiting internal staff into new positions, amalgamating salary structures and aligning human resource policies. 28 positions have been abolished and discontinued as fixed term contracts expire and as staff retire or change-over. These positions have delivered savings of \$2.293 million 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).

Long Term Financial Plan shows significant budget issues that will need to be addressed by Council. Following the merger, Council established a 'service, program, activity (SPA) framework to identify service priorities and to guide the organisational structure and associated resources and expertise required to deliver services and projects for the community. To an extent, many of those services were expanded in scope or extended geographically into the larger local government area, generally at a harmonised or higher level than the former individual councils. Council adopted a financial strategy to increase its revenue to meet the higher service demands, however has not yet been able to implement the revenue strategies due to specific legislation applying to merged councils.

Council now needs to review its established service levels, continue its program of service reviews and complete the process of aligning the required level of resources to its priority service outcomes.

The key pillars around which the strategic responses or actions are based:

- Strategic Focus 1 A contemporary, future-focused workforce
- Strategic Focus 2 Managing our ageing workforce
- Strategic Focus 3 Improving productivity
- Strategic Focus 4 Providing a safe, inclusive and accessible workplace
- Strategic Focus 5 Instilling a high learning, innovative environment
- Strategic Focus 6 Shaping a positive client-focused, tech savvy culture
- Strategic Focus 7 Being an employer of choice

Those actions are summarised in the Strategy.



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QPRC's Resourcing Strategy 2022-26

The Queanbeyan-Palerang Regional Council (QPRC) Resourcing Strategy is prepared utilising the DPSIR Model which is a systems approach consisting of identifying Drivers – Pressures – State – Impacts – Responses. The Resourcing Strategy has identified six key components consisting of:

- Workforce Strategy – aims to provide the Council with the people best able to guide its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.
- Asset Management Strategy – takes a 'whole of life' asset management from planning, purchase, operation, and maintenance to disposal of assets. It also encompasses integration of assets and service outcomes.
- Long Term Financial Plan – long term community aspirations and goals are tested against financial realities, and decide what resources Council needs 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.
- Climate Change Operations Plan –

In this refresh of the Workforce Management Strategy, our ambitions are consistent with most organisations and that is to attract and retain the right people:



Figure 3: Workforce Capacity and Capability Principles

The Workforce Management Strategy and the supporting Workforce Plans are designed to move the organisation into the 'Transformation Structure' which was identified in Council's initial Transition Plan following the merger in 2016.

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3. CONTEXT – ABOUT QPRC

QPRC was formed by proclamation on 12 May 2016 with the amalgamation of Queanbeyan City Council and Palerang Council - bringing together a wide geographical spread with diverse community needs.

The merger of a city council and a rural council presented a new challenge, refocusing services for urban and rural priorities and reorganising the way work was structured as the two former councils had different operational structures; hierarchical versus flat and generalist vs specialised roles.

Following the merger, the organisation outlined a three-staged approach to its structure review.

1. Following on from the merger in 2016, an interim organisational structure was implemented to essentially 'stitch together' the two former organisations to continue service delivery across the region.
2. As the organisation settled down and Council's priorities were determined, the transitional structure was put in place. In implementing the structures, Council was required to comply with staff protections in the Local Government Act which required Council to retain staffing numbers at Bungendore and Braidwood and prohibited forced redundancies of any non-senior staff members for 3 years.

On top of that, Council aimed to keep staffing numbers in line with the industry standard of 7.5 staff members per 1,000 residents.

3. The transformational structure aligns staff resources to the delivery of community infrastructure and services to the established priorities of the new QPRC inline with workforce plans developed for each Service Delivery Branch.

At the time of merger, QPRC had 405 full time equivalent staff members, with 513 total employees. By 2021-22, the full time equivalent staff numbers has grown to 468 with around 524 total employees. The majority of growth was a result of labour hire and casual roles being converted to permanent positions in accordance with the Award and conversion of redundant roles to accommodate growth with development, infrastructure, facilities and open spaces and new services around tourism, greenfield land release, business support, grants, events and communications.

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This growth in employees was proportionally matched by a growth in population from 56,032 to 62,239 (estimated residential population) in 2021-22. Over the next four years, we have identified additional growth expectations requiring us to grow our workforce by up to another 40 full time equivalent staff members. Those positions will be required mostly in our

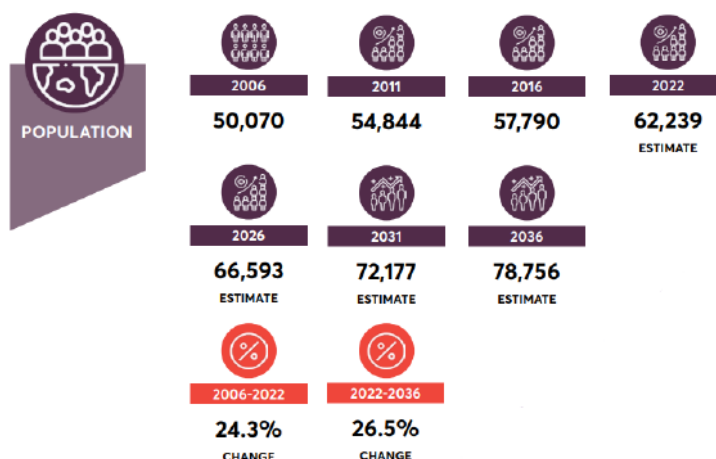


Figure 4: QPRC demographics

Natural and Built Character and Community Connections portfolios to ensure we keep up to the demand being seen for our planning and infrastructure services.

Of that growth in staff members, we will continue to focus on employing cadets, trainees and apprentices to ensure we tackle the challenge that our ageing workforce presents. Within 4 years we expect to have 50 trainees, cadets or apprentices which will get us to our target of 10% of our workforce being employed under those arrangements.

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Figure 5: QPRC demographics and statistics

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Our Strategic Pillars and Community Vision

Council is required to develop a Community Strategic Plan, which identifies the aspirations, goals and visions of the community. Following extensive engagement during 2021, our revised vision and Strategic Pillars have been developed. The Delivery Program and Operational Plan show the links between actions and the strategies and goals outlined in the Community Strategic Plan.

QPRC Community Vision

Our area is a safe and relaxed place, offering a wonderful lifestyle for all members of our community to enjoy and thrive in. Our diverse community has a sense of pride and can enjoy excellent services and facilities whilst experiencing the benefits of a growing area that has a sustainable and healthy natural environment.

Our Strategic Pillars

The challenge for QPRC is turning the community's long term aspirations and strategic priorities into reality. To assist with this the Council has set out our strategic actions within a quadruple bottom-line structure based around, Community, Economy, Environment and Leadership. QPRC has integrated these into four Strategic Pillars of COMMUNITY, CHOICE, CHARACTER and CAPABILITY. In addition to these focus areas, Council's core business provides key community infrastructure for roads and access to services. In response to this need, a fifth Strategic Pillar has been added - CONNECTION.



Figure 6: QPRC strategic pillars

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Our Organisation Structure

The current organisation structure was established in 2017 and was designed to be:

- Aligned with the five strategic pillars - Community, Choice, Character, Connection, Capability
- Reflective of the Service and Program Framework
 - Culture, community, recreation, education
 - Business, health
 - Development, urban landscape, natural landscapes, sustainability, land-use
 - Transport, water, sewer, waste, facilities, asset logistics
 - People, technology, financial, quality, risk, property
- Differentiating of key accountabilities between each level in the organisation structure
 - L2 Portfolio General Manager: objective, output, outcome (of pillars)
 - L3 Service Manager : planning, performance, policy (of services)
 - L4 Program Coordinator : statutory, systems, supervision (of programs)
 - L5 Team Leader : quality, coordination, customer focus (of activities)
 - L6 Staff : quality, customer service (of tasks)

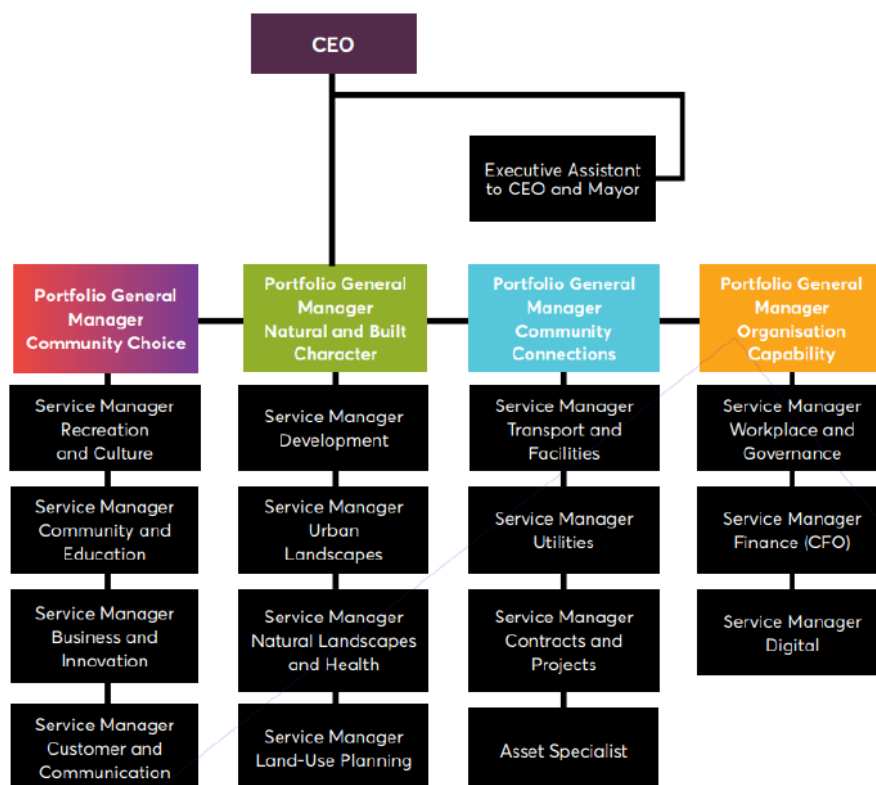


Figure 7: QPRC Transition Structure

The Transition Structure is scheduled to be reviewed during the Strategy timeframe.

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Our Vision, Mission & Values

After the consultation with the community to establish Council's strategic pillars, the following Vision, Mission and Values were developed with input and validation from all levels within the organisation.

Vision

We are connected and respected.

Mission

We work together with our community to continually enhance our well-governed, safe and healthy city by caring for its assets, fostering a stronger sense of civic pride, and delivering quality services in a financially, socially and environmentally responsible manner to ensure a sustainable future.

Focus

Our reputation matters...



Values

Our Values define the way we work and behave. We will promote and encourage our employees to adopt the following shared values:

Integrity

We role model ethical, transparent and professional decision-making and behaviour.

Respect

We promote diversity, inclusion, consultation and fairness.

Innovation

We are future-focused and creative; we embrace technology, risk and opportunity.

Continuous Improvement

We strive to be efficient and effective through the development of our structures, systems and processes.

The values people focused (integrity, respect) and task focused (innovation, improvement). In line with our value of *Respect*, we will promote diversity, inclusion, consultation and fairness as detailed in our Reconciliation Action and Disability Inclusion plans. These strategies will assist in creating a diverse and inclusive workforce.

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Our Ambitions

A number of interrelated strategies related to QPRC's branding, customer focus and digital efficiencies were developed to focus on assisting the organisational transformation and providing our employees with the skills and tools to deliver desired outcomes.



Since merger, QPRC recruited staff and consultant expertise to raise senior managers' personal awareness through MBTI and MI; provided leadership development by delivering formal coursework, colloquium and coaching; profiled the organisation culture using the Human Synergistics OCI/OEI surveys; and, shaped organisation culture supported by LG Capability Framework, Circumplex desired behaviours and implementation of Council's values.

Between 2021-23, Council engaged professional development consultants to provide the 'Colloquium' program to all staff in the organisation. This has been a significant investment in our staff, it recognises the importance of every position, and the vital role that all staff play in providing true public service at grass roots community levels. The objective is to equip all staff with the tools and personal skills to enhance the culture of QPRC through personal responsibility. The program has provided opportunities to all staff members, and has received high satisfaction ratings internally as well as benefits outside the workplace with improved awareness and teamwork showing up through improved responsiveness and customer service.

The establishment of the Canberra Region Joint Organisation (CRJO) in 2018, with 10 neighbouring Councils and the ACT Government, provides a unique opportunity for QPRC to contribute more broadly to regional initiatives, and benefit from regional opportunities. Since the creation of the CRJO, several joint recruitment and procurement opportunities have emerged. The CRJO has also developed a Regional Workforce Strategy which has helped to shape this document and the Workforce Strategies of other councils.

The outcomes from these strategies and investments since merger will result in QPRC aiming to:

- transact by digital means;
- interact by human means; and,
- utilise our regional scale and presence.

QPRC's transformational structure has been designed to release resources and redesign roles to:

- directly deliver or support emerging or expanded services;
- engage more cadets and trainees to build skills in our community and shape our culture; and
- attract and optimise specialist skills within the LGAs in the region.

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Staff Establishment

QPRC is a medium-sized regional Council and employs a full-time equivalent (FTE) of 468 employees and taps into a pool of 129 casual employees across a diverse range of occupations.

The FTE has gradually increased since Council's merger in 2016 as the population has grown. Council aims to maintain its FTE at or below the industry benchmark of 7.5 staff members per 1,000 residents. Given that our local government area is growing by around 1,000 residents per year, we expect steady growth within the organisation into the future to ensure that service delivery continues to meet community expectations. Much of this growth will occur in our infrastructure and planning branches to cope with the increased demand from these new developments.

The increase of FTE during the interim structure has been responsive to resource requirements for the completion of major projects and the significant level of capital grants and contributions, including:

- additional resources to address internal specialty gaps and to improve productivity, performance, growth and access to funding through:
 - Asset management
 - Digital strategy and mobility
 - Project management
 - Grants sourcing
 - Property developments
 - Tourism marketing
 - New release subdivision
 - Emergency management
 - Arts development
 - Communications
- additional resources to service shortcomings identified in the Community Customer Surveys, namely:
 - Roads
 - Cleaning (streets and amenities)
 - Streetscapes
 - Parking
 - Development processing and planning
 - Tourism
- additional temporary staffing resources for merger transition and major grant funded projects including:
 - Organisation development
 - IPR and productivity
 - Property
 - Records
 - ERP (technology platform)

The table below shows the changes in FTE since merger. Council is required to maintain the core staff numbers at Bungendore and Braidwood from amalgamation date, as legislated by 218CA of *Local Government Act*. Council monitors and reports on staff members within the annual report, to ensure compliance.

	Position FTE				
	2017-18	2018-19	2019-20	2020-21	2021-22
Queanbeyan	300.28	313.92	317.92	321.9	324.89
Bungendore	83.94	98.94	94.1	87.78	89.98
Braidwood	50.41	42.78	53.63	53.28	53.88
Total (without Casual)	434.63	455.64	464.93	462.96	468.75

Table 1 – QPRC position FTE

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Staff establishment – future

As part of the development of this Strategy, Council's Leadership team prepared four-year Workforce Plans for their branches and portfolios in 2021-22. The Plans were developed in consultation with Executive and looked at the proposed changes that may be required during the four-year period to continue the delivery services and programs to the community.

Where new positions were proposed, Service Managers were requested to identify how the new position would be funded, either via general revenue, grants, increased fees and charges or other.

While Workforce Plans have been developed, and Executive has agreed in principle to their implementation, each change proposal continues to be subject to consultation with staff, unions and the Workplace Consultative Committee. Alongside the consultation process, Executive and the CEO also consider the financial implications of the change within budget priorities.

A number of initial changes have already been progressed following consultation, and some have been deferred until revenue streams can be identified. Organisational reviews, service level requirements and workforce plans will continue to be progressed during the life of this strategy and changes will be considered through each review of Council's organisational structure.

A summary of the changes that have been proposed and funding sources considered as part of Council's Workforce Planning work is shown below:

Portfolio Increases	2021 2022	2022 2023	2023 2024	2024 2025	TOTAL SEP 2020	TOTAL 2024-25	TOTAL FTE GROWTH	Trainee/ Cadet	Trainee/ Cadets %
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%
			TOTAL \$	\$ 3,676,361.52	TARGET	485		50.10	10.00%
Portfolio Increases	2021 2022	2022 2023	2023 2024	2024 2025					
IDENTIFIED FUNDING SOURCES CONSIDERED					TOTAL				
Waste Fund	\$ 160,308.94	\$ 26,033.05	\$ -	\$ -	\$ 186,342.00				
Sewer Fund	\$ 321,910.07	\$ 53,916.59	\$ 233,573.09	\$ -	\$ 609,399.74				
Water Fund	\$ 126,394.55	\$ 53,916.59	\$ 43,885.60	\$ -	\$ 224,196.73				
General Fund	\$ 660,044.80	\$ 762,004.59	\$ 707,181.01	\$ 374,864.46	\$ 2,504,094.85				
Fees / Service based roles	\$ 52,217.05	\$ 197,078.83	\$ 64,892.25	\$ -	\$ 314,188.13				
Temporary Project Funding	\$ 30,993.83	\$ 26,746.30	\$ -	\$ -	\$ 57,740.13				
Temporary Grant Funding	-\$ 390,737.34	-\$ 96,290.34	\$ -	\$ -	-\$ 487,027.68				
Optional Environmental Levy	\$ -	\$ 53,492.59	\$ 213,935.03	\$ -	\$ 267,427.62				
			TOTAL		\$ 3,676,361.52				

Figure 8: QPRC workforce plan overview

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4. OUR APPROACH

QPRC adopted the DPSIR Framework to guide the development of the Workforce Strategy and other parts of the Resourcing Strategy.

DPSIR Framework

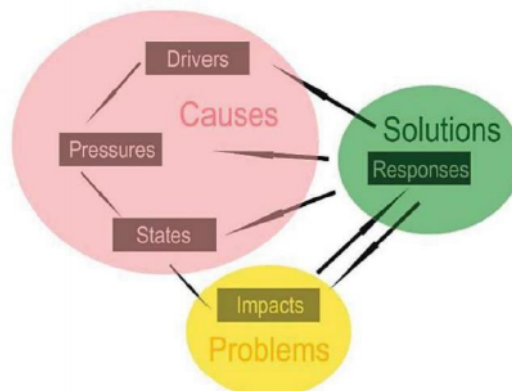


Figure 9: DPSIR Model

DPSIR represents:

Drivers – what is the driving force/s

- eg disruptors: snowy, aerotropolis, ageing workforce, IP&R reporting

Pressures – what pressures placed on LGAs as result of drivers

- eg turnover, recruitment delay, loss experience, proximity to ACT

State – what is current condition of the workforce

- eg profile of organisation

Impact – what are changes to the 'state' that has impact on workforce

- eg remote office, turnover in millennials, education costs

Response – what are proposals to mitigate pressure and impact

- eg list actions, policies, initiatives, advocacy
- eg metrics for monitoring

Drivers

External

The following drivers will impact QPRC's Workforce Strategy:

1. Community expectations (survey)
2. Population and economic growth
3. NSW State Plan Premier Priorities
4. South East and Tablelands Regional Plan
5. Canberra Region Joint Organisation Regional Workforce Strategy
6. NSW Local Government Workforce Development Strategy 2020
7. ACT-NSW Memorandum of Understanding for Regional Collaboration
8. ACT-QPRC Letter of Intent
9. Principles of the Stronger Councils framework:
 - Service: Maintain seamless service delivery to communities

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- Opportunities: Embrace opportunities to improve services and infrastructure for communities
- Cohesion: Bring together and build on the strengths of strategies, structures, staff and systems
- Engagement: Inform and involve communities, staff and other partners, including industry unions, in planning and implementing change
- Integrity: Ensure ethical, open and accountable governance and administration
- Respect: Value the knowledge and contributions of staff, communities and other partners

Ongoing service reviews will evaluate and revise asset standards, levels of service; and the type, scope and spread of programs delivered – to meet community priorities. Similarly the next review of the ICT Strategy and priorities may alter the type and mix of human and technical resources required to deliver those services or for maintenance of community assets.

Pressure

QPRC has identified a number of significant challenges and pressures flowing from the drivers over the next four years that may impact the level of sustainability of the Council.



Financial

- Managing the changing landscape in relation to funding sources available to local government and exploring the opportunities for Council to be more self-funding;
- Meeting grant requirements and major project milestones and timelines;
- Maintaining required investment in Council's infrastructure, meeting both renewal and maintenance targets to ensure future generations are able to enjoy our community's assets;
- Meeting expectations from all areas including community, service users and government by ensuring standards across key services keep pace with demand and in balance with the capacity to fund these operations;
- Addressing the challenges of population growth and an ageing population which will impact service and infrastructure requirements; and
- Being future focused, digitally enabled. New community facilities, (sportsfields, pools) to operate and community infrastructure (footpaths, parks, roads, gardens) to maintain.
- Long term rate pegging has meant that Council's annual revenue decreases in real terms every year compared with inflation of costs

Change Management

- Unable to rationalise number of offices and depots;
- More than 200 Queanbeyan-based staff are to be consolidated from 11 buildings into a new head office
- New office in Bungendore, with temporary office accommodation required as an interim arrangement.

Workforce

- Trend of long term staff reaching retirement age
- Remunerating at attractive levels given proximity to ACT competition for skilled and professional labour;

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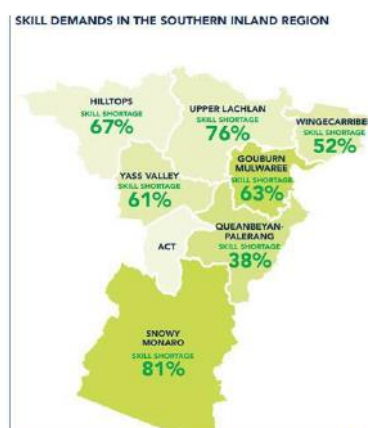
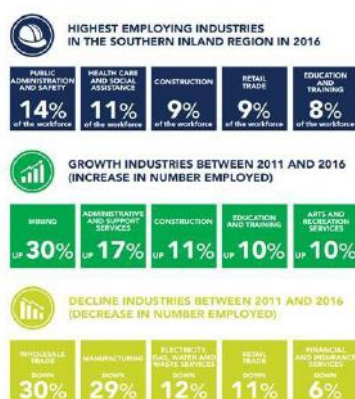
- Retaining and meeting the training needs for skilled design and construction staff to meet RMCC road construction standards required by Transport for NSW;
- Retaining skilled development and engineering staff to meet turnaround benchmarks of local government;
- Competing for skills within the Region due to major projects, for example:
 - Snowy 2.0
 - Badgerys Creek aerotropolis
 - Mining (at Majors Creek and near Woodlawn)
 - Increased private sector works

Attracting employees with the right skill set is becoming more challenging due to a tight labour market and a skills shortage for key professional skills.

Rank	Professional Occupations	Percentage of Councils		
		Current Shortage	Forced to Recruit Less Skilled Applicants	Critical Future Issue
1	Engineers	52.7%	25.5%	45.5%
2	Urban & Town Planners	41.8%	25.5%	40.0%
3	Building Surveyors	38.2%	20.0%	38.2%
4	Project Managers	21.8%	18.2%	21.8%
5	Environmental Health Officer	21.8%	12.7%	23.6%
6	Building Surveying Technicians	18.2%	10.9%	16.4%
7	Engineering Technicians	16.4%	10.9%	12.7%
8	Asset & Facilities Managers	16.4%	3.6%	10.9%
9	Human Resource Professionals	14.5%	5.5%	16.4%
10	Contract Managers/Officers	12.7%	9.1%	12.7%

The “Local Government Workforce and Future Skills Report New South Wales” listed the following top 10 professional skill shortage occupations in councils as follows: Due to the reported state-wide shortage of Civil Engineers, Town Planners and Building Surveyors, pressure is exerted on Council’s ability to recruit engineers when vacancies occur. This shortage was identified in the ‘NSW Occupational Cluster Reports (2018)’ by the Department of Jobs and Small Business (Australian Government); and in addition, there is generally skill gaps in the region – particularly in skill groups required of Local Government, as identified in the RDA Southern Inland report 2018.

Figure 10: RDA Southern Inland Report



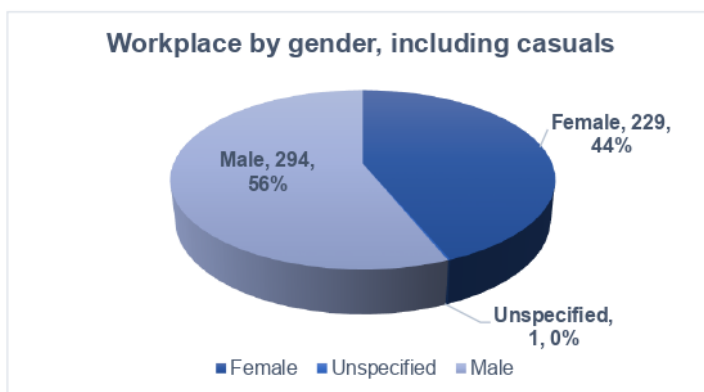
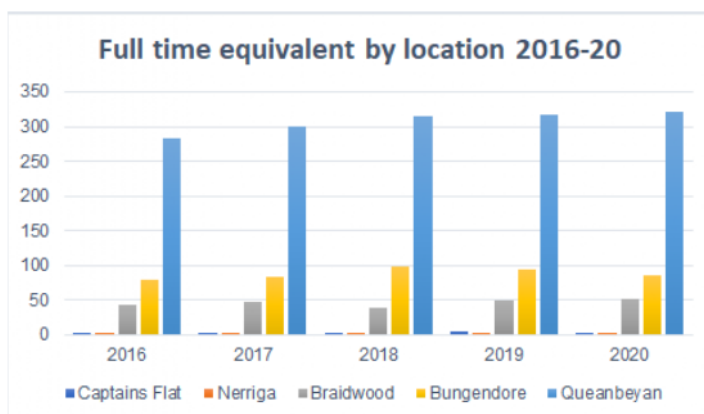
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State

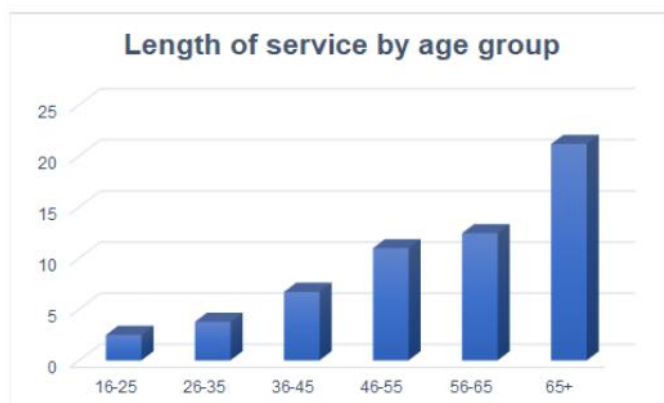
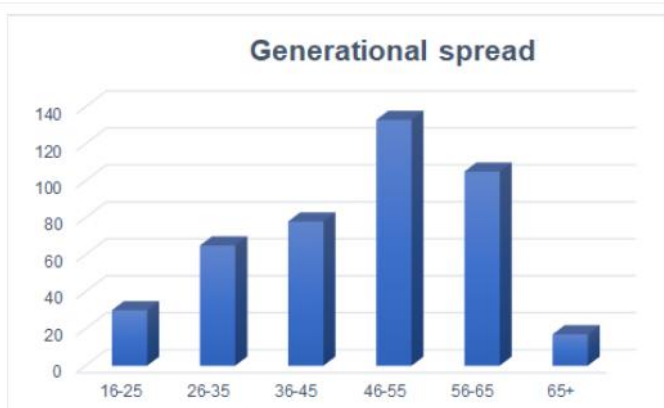
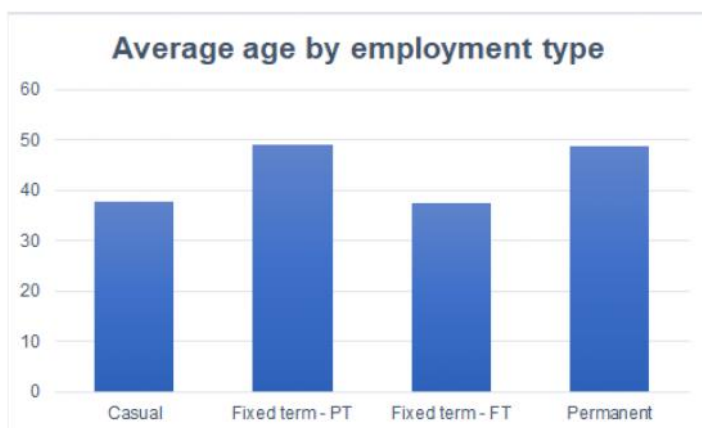
QPRC is a regional Council, with a diverse workforce spread across office and field-based roles and three distinct workplaces – Queanbeyan, Bungendore and Braidwood.

As with most regional organisations, one of the major challenges facing QPRC is our ageing workforce, with more than 50% of our staff aged above 46. Council is attempting to address by setting a target of having 10% of our full time equivalent workforce made up of cadets and trainees and also providing flexible working arrangements for staff as they move toward retirement. The majority of these older staff are also our longer-service staff, so ensuring their knowledge is captured prior to their retirement is key to the organisation maintaining its service level.

Due to our proximity to the ACT, we have a higher proportion of employees living outside the Local Government Area than most others in regional NSW. However, the majority still live within the Queanbeyan-Palerang area. Around 130 of Council's full time equivalent workforce live in the ACT, with staff also travelling from neighbouring local government areas, including Eurobodalla (4), Goulburn Mulwaree (20), Hilltops (3), Shoalhaven (1), Snowy Monaro (3) and Yass Valley (3).



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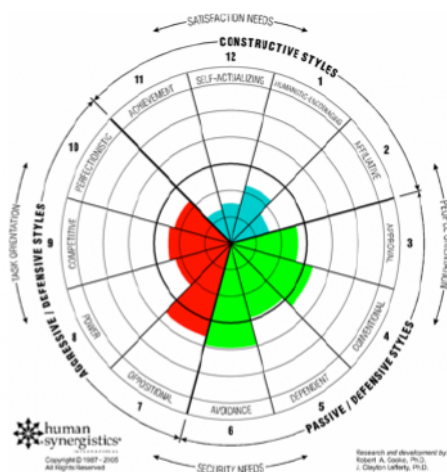
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Impact

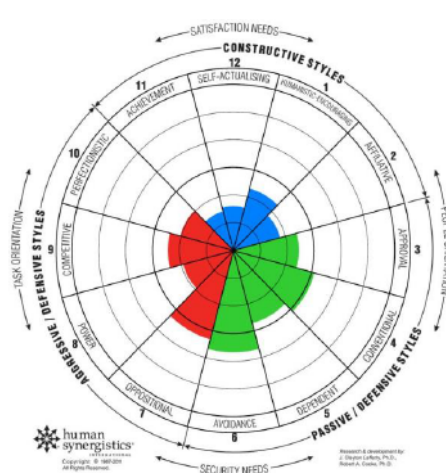
Culture

- Culture surveys in 2017, 2018 and 2021 showed gradual improvement in the organisation's culture following the merger shock impact.
- The initial surveys naturally identified high levels of need for security and opposition to change, during a period of merger;
- Focusing on establishing systems, structures and policies that support staff in the workplace became a priority, with an 'action plan' required to identify levers to improve staff engagement, interaction and customer service;
- In the Culture Circumplex, management ambitions are to 'optimise the blue, manage the red, minimise the green'; and
- Investment in self and team awareness through organisation values setting, MBTI and MI programs amongst managers, and 'colloquium' leadership development with managers and coordinators, was aimed at shifting mindsets and providing a toolkit to assist leaders manage change and staff issues.

2017 Culture N=299



2018 Culture N=292



2021 Culture
N=340

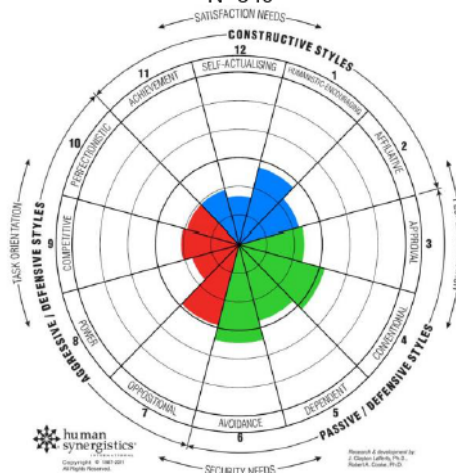


Figure 11: QPRC culture survey results 2017-2021

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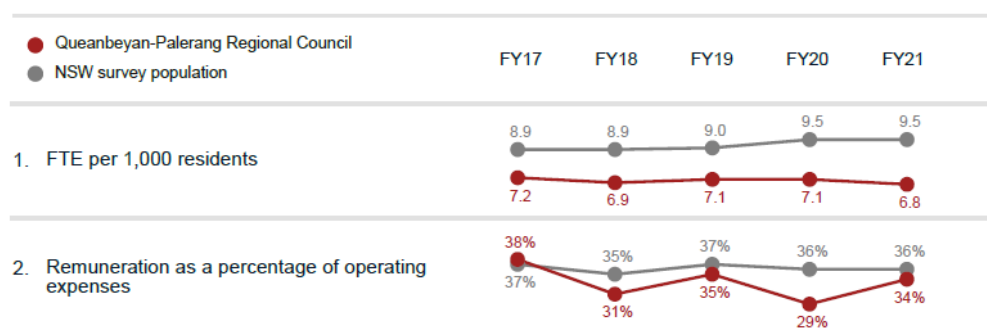
Workforce Performance Impacts

Council participates in the Australasian Local Government Performance Excellence Program (PEP) to analyse performance data, assess the impact of its workforce strategies over time and identify further opportunities for improvement. The comparison data from the PEP compared with the total NSW LG cohort and Canberra Region cohort, illustrates how changes in the workforce can impact Council's efficiency and effectiveness. Additional impacts of workforce strategies can include:

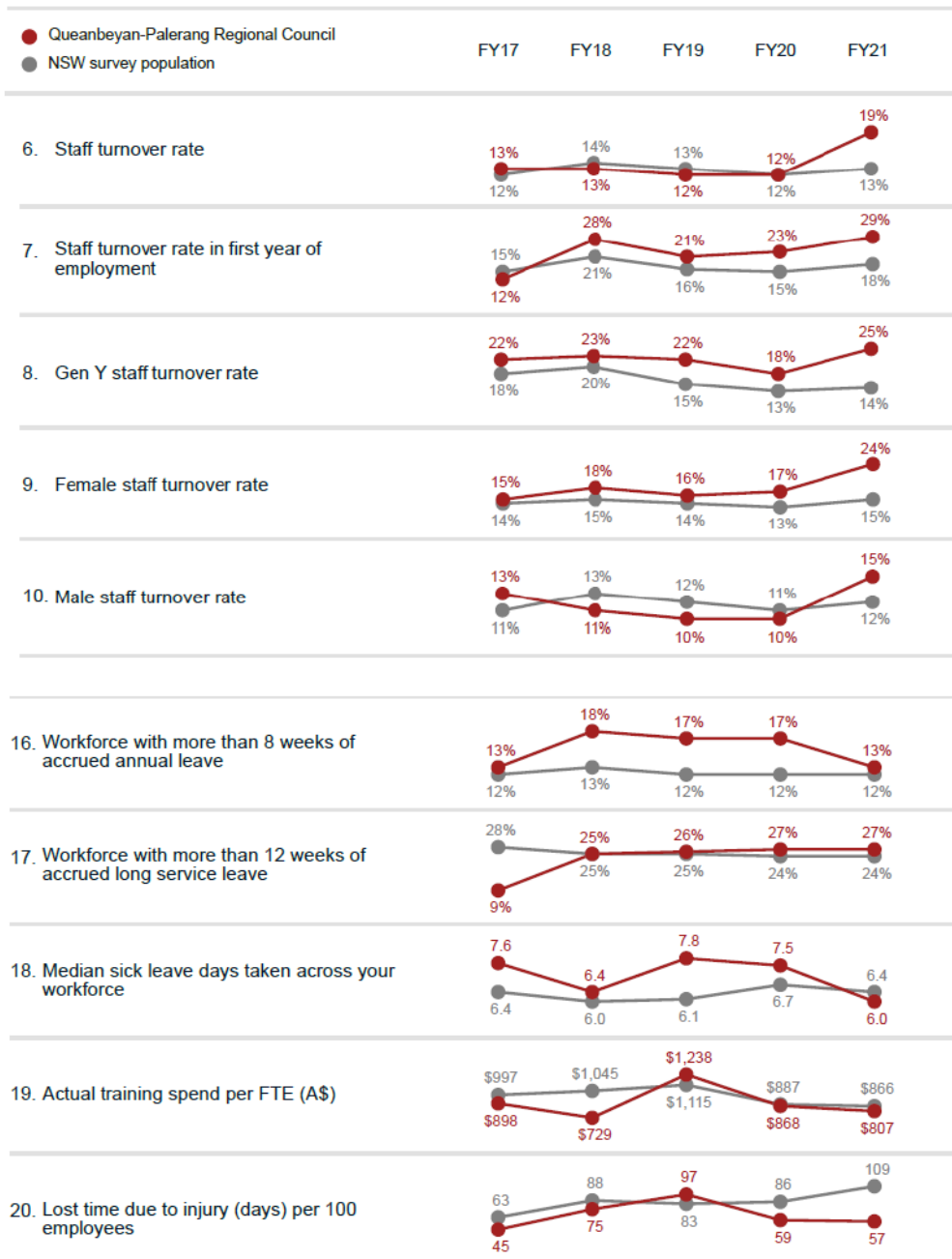
- Employee productivity and utilisation rate.
- Unplanned absences.
- OCI/OEI survey results.
- IR environment/disputes.
- NSW Audit Office findings.
- LGA population forecasts.
- Staff retirement forecasts.
- FTE growth forecast.
- Skill shortages.

Key Workforce Profile Comparison

Employee profile data, additional data from various industry survey findings and year on year comparative organisational data inform the review and development of key workforce initiatives and activities. The following are extracts of key workforce profiles from the PEP report.



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Figure 1.8: Staff level split (size of council)

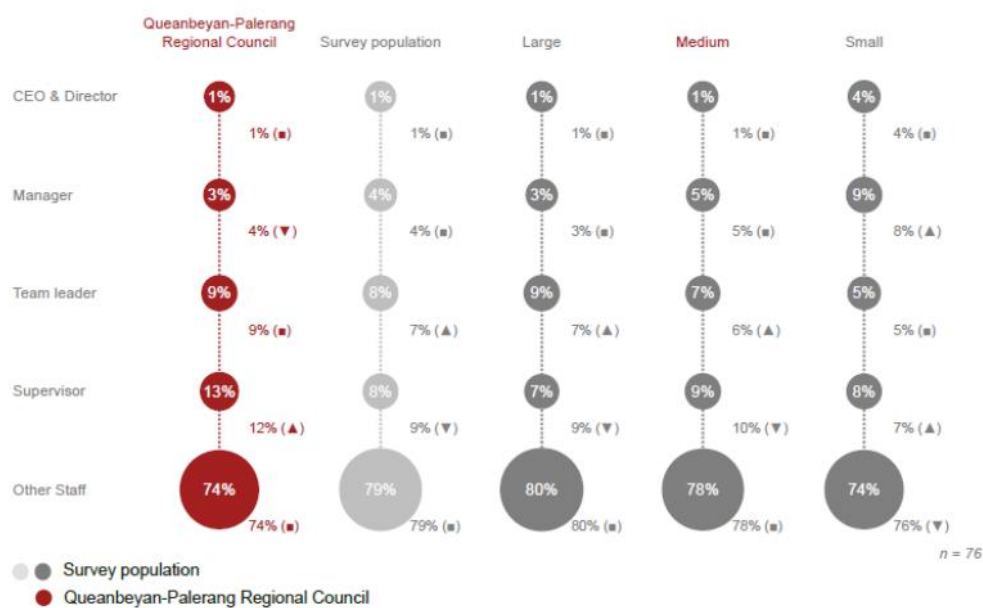
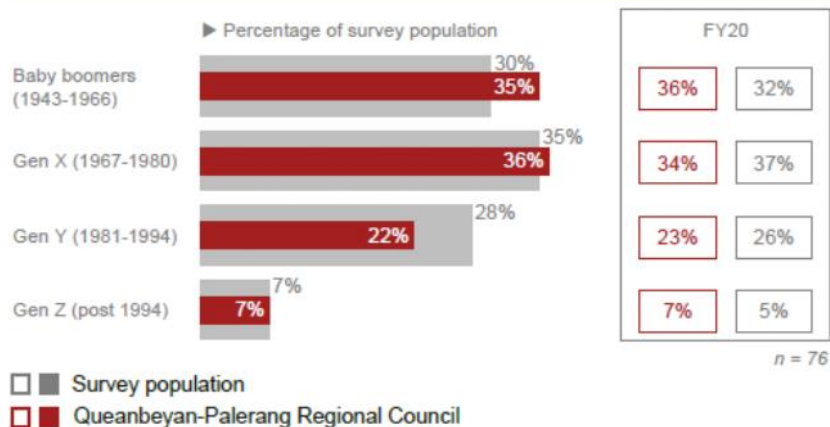


Figure 1.9: Headcount mix by generation



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Figure 1.10: Workforce profile (closing headcount breakdown by generation and gender)

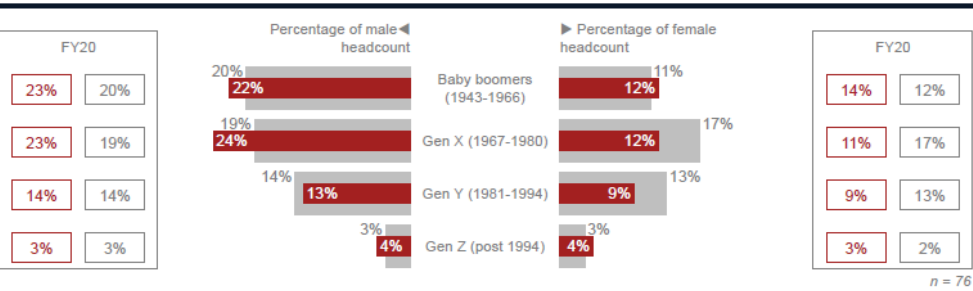
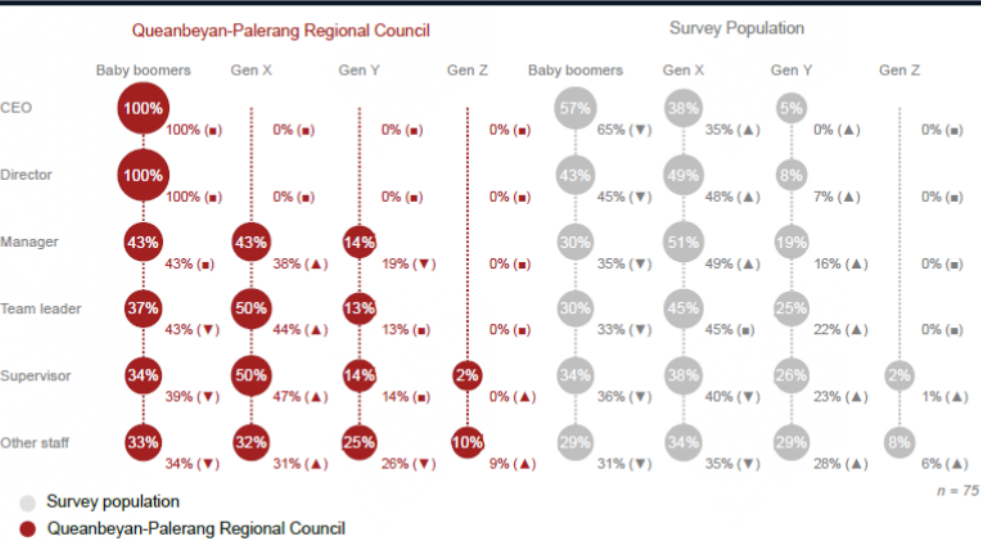


Figure 1.11: Generational mix by staff level



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Response

The Workforce Management Strategy underpins QPRC's Vision, Strategy, ambition and service deliverables set out in the Community Strategic Plan 2022-2042.

It provides:

- overarching context and direction to guide the shaping of our culture and development of our people and business practices to ensure a flexible, agile and sustainable workforce prepared to respond to the QPRC's key challenges and opportunities;
- actions targeted at engaging and developing leaders and staff to enable the cultural changes necessary to deliver the Council's high level strategic plan which is central to what QPRC delivers;
- framework for the next 3 to 5 years, where Council employees will work together to transform our organisation and build our capabilities and capacity - to place our community and all customers at the heart of everything we do;
- actions that focus on delivering a high level of customer service which will be delivered through integrated, seamless and continuous pathways and which are enabled by innovative and leading edge technology;
- plan for our current and future workforce to ensure the right level of staffing requirements, skills and job match occur at the right time to deliver on our priorities;
- an overarching goal to create a positive workplace with employees who are proud team contributors;
- actions to support diversity and inclusion, making jobs accessible to a wide range of potential candidates.



QPRC's participation in the CRJO Regional WFS may also yield other responses such as:

- case for 'nursery' in region: cadets, apprentices, trainees.
- case for LGA sponsored 'smart hubs' to host education and co-work space in region
- options to bring work to staff (e.g. Sydney) rather than bring them to work
- opportunities around engagement of returned skilled defence veterans, and immigrants.
- re-engineer and map skills/professions to local government services in the region.
- opportunities to develop and phase 'para-professionals' to supplement professional staff and re-distribute functions
- option of regional salary system and TRP model; and regional workforce policies.
- opportunities for centre of excellence or hosting approach to LGAs in region (training, recruitment, and payroll)
- joint/regional technology models to engage, retain, and develop staff
- LG job and marketing portal for Canberra region and social media presence

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Identifying and Addressing Challenges

QPRC delivers a diverse range of services, with a large multi-skilled workforce, in a competitive regional employment market. This presents a number of challenges including:

- attracting and retaining skilled staff;
- improving community perceptions of Council workers;
- pace of technological advancements;
- regional skill shortages; and,
- an aging workforce and the resultant issues.



To address these challenges through this Workforce Management Strategy, Council is committed to the following principles:

- demonstrating strong leadership, both locally and regionally;
- a contemporary, inclusive and adaptable organisation culture;
- staff safety, wellbeing and professional development is a priority;
- employee engagement will be maximised
- a workforce that is capable now and in the future;
- 'growing our own' through accelerated investment in cadets, apprentices and trainees;
- supporting innovative regional approaches to develop, attract and retain staff;
- investment in people, processes and systems to work seamlessly;
- provide a welcoming and inclusive organisation, especially noting our Reconciliation Action and Disability Inclusion plans;
- employee diversity is reflective of the community we serve; and
- vertical (between levels and rank), horizontal (between functions) and external (partners, suppliers and customers) boundaries will be more permeable.

Workforce Objectives

To address the challenges, including leadership mindsets and based on the core principles above, QPRC aims to achieve the following objectives through key areas of strategic focus.

Our ambitions to:

- *transact by digital means;*
- *interact by human means;* and,
- *utilise our regional scale and presence*

This can be achieved through:

- building a contemporary future-focused workforce that will support adaptation to change;
- attracting, retaining and developing a diverse workforce;
- growing cadets and trainees to 10% of the workforce;

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- unlocking and achieving high performance of teams through stronger leadership capability;
- creatively managing our ageing workforce;
- providing equal employment opportunities;
- improving productivity through addressing unplanned absences and poor safety;
- providing a safe accessible workplace through Council's HSEQ Assurance Framework and capability training;
- instilling a continuous learning and improvement environment through learning and development and process improvement;
- shaping a positive customer-focused technically savvy culture through investment in culture development and technology adoption; and,
- achieving higher level of satisfaction of internal and external customers' perception of services.

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5. KEY STRATEGIC FOCUS AREAS AND ACTIONS

Council's Workforce Strategy will focus on the following strategic focus areas:

- Strategic Focus 1 A contemporary, future-focused workforce
- Strategic Focus 2 Managing our ageing workforce
- Strategic Focus 3 Improving productivity
- Strategic Focus 4 Providing a safe, inclusive and accessible workplace
- Strategic Focus 5 Instilling a high learning, innovative environment
- Strategic Focus 6 Shaping a positive client-focused, tech savvy culture
- Strategic Focus 7 Being an employer of choice

Table 2: QPRC Workforce Management Strategy action plan

Action	Timeframe	Responsible branch
Strategic Focus 1 - A contemporary, future-focused workforce		
Workplace Innovation Group action plan	Y1-4	Workplace and Governance
Leverage existing and new IT solutions to increase productivity	Y1-4	Digital
Input into design and layout of new offices in Queanbeyan and Bungendore to create activity-based working spaces	Y1-2	Workplace and Governance
Implement change management strategies to assist staff with move into new offices	Y1-2	Workplace and Governance
Implement Transformational Organisational Structure	Y1-2	CEO
Review recruitment approach for hard to fill positions	Y1-2	Workplace and Governance
Fully automate recruitment process to remove paper-based forms.	Y1	Workplace and Governance
Review Home Based Work Directive and approval process following impacts of COVID-19	Y1	Workplace and Governance
Ongoing review and refinement of Workplace-related directives, with focus on creating a future-focused workforce	Y1-4	Workplace and Governance
Liaise with CRJO councils to address employment-related issues	Y1-4	Workplace and Governance
Consider job share program with other councils/ACT Government	Y1-4	Workplace and Governance
Implement endorsed workforce plans, within financial capacity, to ensure resources levels keep pace with population growth	Y1-4	Executive
Strategic Focus 2 - Managing our ageing working		
Promote Transition to Retirement Directive and options under Clause 23 of Local Government Award	Y1-4	Workplace and Governance
Identify positions that are at risk of retirement and knowledge departure	Y1-4	Workplace and Governance
Educate staff in retirement bracket on importance of transition	Y1-4	Workplace and Governance
Trainees, cadets and apprentices make up 10% of workforce	Y1-4	Workplace and Governance
Investigate mentor program – either internal or as part of CRJO	Y1-2	Workplace and Governance
Increase usage of Promapp in organisation	Y1-4	Organisation Capability
Enhance QPRC's development approach by considering QPRC scholarship/graduate program	Y1	Workplace and Governance
Partner with universities to develop pathway strategies for hard to fill positions	Y1-4	Workplace and Governance
Strategic Focus 3 - Improving productivity		
Monitor staff absences and highlight trends to Executive and Service Managers	Y1-4	Workplace and Governance
Increase percentage of staff with workplans in CiAnywhere	Y1-4	Workplace and Governance
Review the use of overtime across the organisation to achieve a balance between productivity and staff safety	Y1-2	Workplace and Governance

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Action	Timeframe	Responsible branch
Strategic Focus 4 - Providing a safe, inclusive and accessible workplace		
Maintain HSEQ accreditation	Y1-4	Workplace and Governance
Launch safety module within CiAnywhere	Y1-2	Workplace and Governance
Monitor and review health and wellbeing programs and activities	Y1-4	Workplace and Governance
Support Council's Diversity and Inclusion Group	Y1-4	Workplace and Governance
Maintain Employee health initiatives such as Safety Day, wellbeing program and healthy lifestyle programs	Y1-4	Workplace and Governance
Strategic Focus 5 - Instilling a high learning innovative environment		
Development of annual Training Plan for organisation	Y1-4	Workplace and Governance
Trainees, cadets and apprentices make up 10% of workforce	Y1-4	Workplace and Governance
Sponsor trainee, cadet and apprenticeship awards	Y1-4	Workplace and Governance
Provision of study assistance in line with adopted Directive	Y1-4	Workplace and Governance
Build upon library of online learning resources	Y1-4	Workplace and Governance
Embed learnings from Colloquium program	Y1-2	Workplace and Governance
Review and implement Sustainable Leadership at QPRC program	Y1-2	Workplace and Governance
Identify future leaders and provide with tools and learning to prepare them for career progression	Y1-4	Workplace and Governance
Provide opportunities for future leaders to participate in Local Government Professionals Management Challenges	Y1-4	Workplace and Governance
Invest in Team Leaders and emerging leaders	Y1-4	Workplace and Governance
Strategic Focus 6 - Shaping a positive client-focused tech savvy culture		
Workplace Innovation Group action plan	Y1-4	Workplace and Governance
Publish service review schedule in Operational Plan	Y1	Workplace and Governance
Service owners commit to implementing service review findings	Y1-4	Leadership group
Consider the 'customer' when developing Workplace processes and Directives	Y1-4	Workplace and Governance
Strategic Focus 7 - Being an employer of choice		
Review Equal Employment Opportunities Plan and Policy	Y1	Workplace and Governance
Ongoing implementation and promotion of QPRC values	Y1-4	Organisation wide
Recognise the efforts and achievements of our staff through formal and informal reward and recognition	Y1-4	Leadership group
Develop a social media strategy to support employer of choice aspirations	Y1-2	Workplace and Governance
Progress Team Leader improvement program following 2021 culture survey results	Y1-2	Workplace and Governance
Remeasure organisational culture in 2024	Y2/4	Workplace and Governance
Implement action plans to address causal factors and outcomes that are affecting culture	Y2/4	Leadership group
Participate in CRJO employment initiatives	Y1-4	Workplace and Governance
Review volunteering program and processes to enable and encourage volunteering in suitable areas	Y1	Workplace and Governance and Recreation and Culture
Participate in Local Government Week and other events to promote the value of Council to the community	Y1-4	Workplace and Governance

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Action	Timeframe	Responsible branch
Develop strategies to encourage and promote flexible work and work/life balance	Y1-4	Workplace and Governance

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 9.10 DRAFT RESOURCING STRATEGY

ATTACHMENT 2 DRAFT RESOURCING STRATEGY

QPRC



Queanbeyan–Palerang Regional Council

Draft Resourcing Strategy



DRAFT RESOURCING STRATEGY

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DRAFT RESOURCING STRATEGY

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 strategies that were revised and refreshed during 2019-21:

- **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 Management 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
- **Climate Change Action Plan** - highlights pathways and opportunities for Council and to the community to make significant reductions in greenhouse gas emissions through a cost-effective program of actions. Furthermore, the plans focus upon measures to ensure climate change resilience and preparedness across the local government area.

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.

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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.

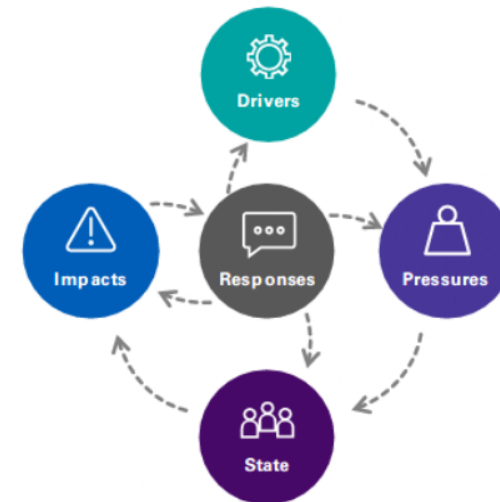
The DPSIR Model has been applied to the five components of the Resourcing Strategy so that the community can see the impacts and responses which apply to the Council's workforce, assets, finances, technology/systems, risk management and climate change plans.

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
- Projected climate measures including temperature, rainfall, storm intensity, drought and fire danger index.

The six 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.



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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 Remote work (balance, health) 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

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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 High inflation and volatile economy Volatile interest rates 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 Organisational service review Revise services and level of service Service plans and pricing recovery
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 Volatile 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 Amend LTFP if legislated reforms not available

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Drivers	Pressures	Impacts	Response
		<ul style="list-style-type: none"> 6 further rating reforms legislated in 2021 that have not come into effect – waiting on Ministerial proclamation 	
Fossil fuel consumption Population & demographic structure Economic growth and development Energy demand and supply	<ul style="list-style-type: none"> Greenhouse Gas Emissions Resources 	<ul style="list-style-type: none"> Increasing temperatures Increasing likelihood and severity of natural disasters (storm, drought, floods, fire, heatwaves) Assets damaged and destroyed Changing community priorities and expectations Loss of habitats / species Biosecurity risks Human health and food/water security 	<ul style="list-style-type: none"> Disaster recovery support services Natural disaster asset renewal program Additional hardship policy Building / asset standards Climate change action plans Sustainability policies Urban forest cooling strategy Renewable energy and energy efficiency solutions Smart city solutions Weed risk assessments Biodiversity assessments Climate change preparedness projects Zero emissions transformations

DRAFT RESOURCING STRATEGY

Workforce Strategy

Key Issues

- Building and retaining capacity and capability
- Optimising employee engagement and organisation excellence
- Skill shortages in key professions
- Increased staff turnover
- Identifying critical staff members with no trained backup in place
- Ageing workforce and transition to retirement
- Labour competition from ACT and significant projects such as Snowy 2.0
- Retaining staff numbers at Bungendore and Braidwood
- Preparing workforce for new office environments in Queanbeyan and Bungendore
- Providing home based work and flexible work options
- Providing better systems and structures to maximise service delivery and reduce non-productive costs
- Recognising increased demands causing backlog and potential burnout



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
- Create career path options considering regional options including secondments and regional placements
- 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
- Create surge capacity through para professionals, contractors, consultants, fixed term staff
- Explore collaborative workforce initiatives, including payroll, training, and a job and marketing portal, in line with CRJO Workforce Strategy
- Explore options for optimal use of plant, accommodation, overtime, after hours, and supplementary workforces – eg call centre, volunteers
- Monitor workplans, activities, outcomes, productivity (aligned to performance framework), performance reviews

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Asset Management 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

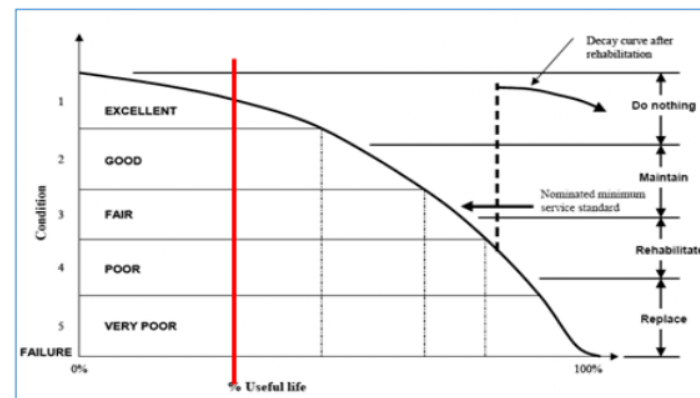


Figure 2: Asset Deterioration, Maintenance and Renewal

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, 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.

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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
- Impact of natural disasters and Covid-19

Actions

- Review Long Term Financial Plan and review scenarios
- Map and migrate expenses and revenues per 'narrow the gap' principle
- Preserve essential public services in line with population growth
- Reinvest revenue from growth into service expansion to provide for the expanding population and new areas of development
- Advocate for changes to Government policy on population rate peg, emergency services levies and assets, and regional roads assets
- 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
- Prioritise grant funding on infrastructure renewal requirements instead of building new assets that will require ongoing future increased operational expense
- All employee vacancies are reviewed and where appropriate may be replaced with cadets, trainees or apprentices on a 2:1 basis as part of Council's strategy to increase productivity and increase the pool of skilled workers

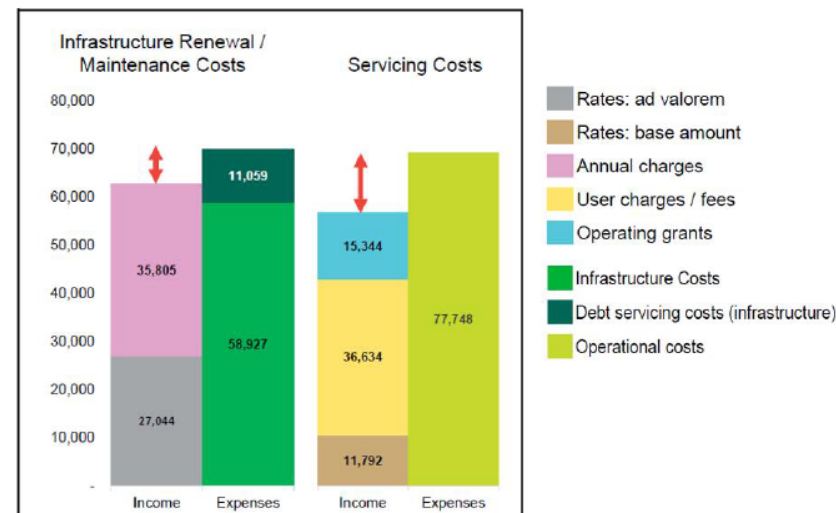


Figure 3: Narrow the Gap

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ICT Strategy

Key Issues

- Continued re-configuration of enterprise resourcing planning (ERP) modules
- ERP on-premise platform End-of-Life in 2024 and significant investment required during a challenging financial climate
- Government digital interventions
- Increased user – both staff and community - expectations
- Remote service standards and working from home environments
- Ever-expanding and sophisticated cyber threats and more stringent cyber standards
- Changing ICT policy standards
- Internet bandwidth limitations for branch / remote offices
- 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 secure platforms in the organisation and disaster recovery plans
- Build, or expand on, advanced capabilities within the Digital team
- Migrate to CI Anywhere environment
- Reconfigure, implement and manage change (incl HR, asset management modules and planning e-portal)
- Migrate to a 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
 - Open and Connected

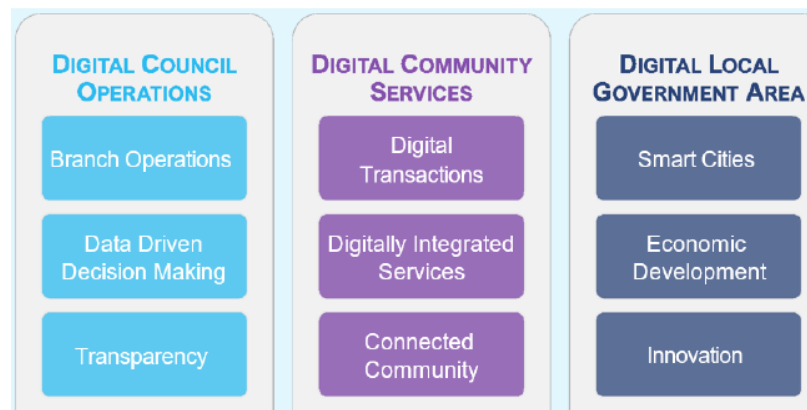


Figure 4: ICT Pillars

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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

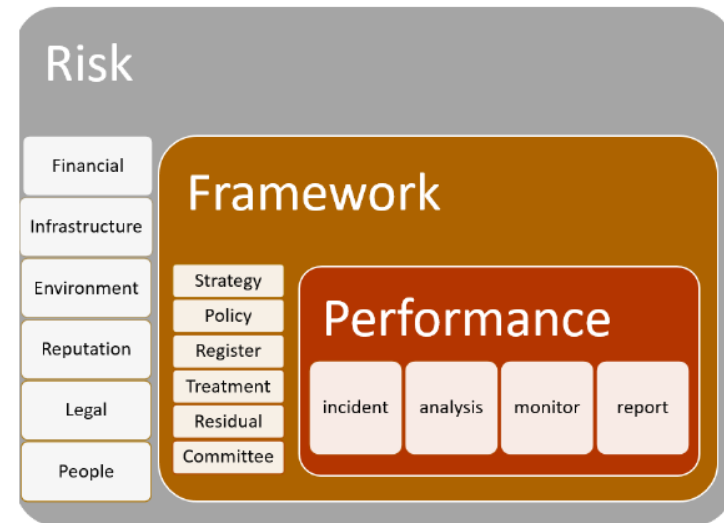


Figure 5: Risk Framework

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Climate Strategy

Key Issues

- Exposure:
 - Increasing average temperatures
 - Increasing likelihood and severity of natural disasters and extreme weather events (storm, drought, floods, bushfires, heatwaves)
- Vulnerability:
 - Damage or critical failures to Council infrastructure
 - Changes in demand and costs for energy
 - Shift in annual capex carry forwards due to resources diverted to natural disaster and climate change responses
 - Increase lifecycle costs of Council assets and buildings
 - Loss of arable land for development or open spaces
 - Increased pressure and demand on Council services, including cleaning, maintenance, and community support
 - Increased disruptions on Council services and projects
 - Pest and weed distribution changes
 - Impacts upon workforce health and wellbeing
 - Loss of remnant vegetation and tree canopy cover in Council controlled reserves and parks

Actions

- Continue implementing actions under the QPRC Climate Change Action Plans
- Continue implementing actions under the QPRC Urban Forest Cooling Strategy
- Design to improve the lifecycle and resilience of any new Council assets or buildings- including mitigation opportunities
- Further investigate innovative solutions to address climate change and reduce associated costs
- Identify and map key Council infrastructure that may be vulnerable to a changing climate and extreme weather events
- Ensure that Council's workforce is resourced and trained to respond to extreme weather events- clean ups, community support
- Continue to assess the climate change vulnerability of vegetation with the LGA
- Develop a new climate change risk assessment
- Develop asset management plans through a climate change lens
- Build community and organisational resilience frameworks including disaster preparedness, recovery actions, infrastructure planning
- CRJO regional planning for disaster resilience

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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 20-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.

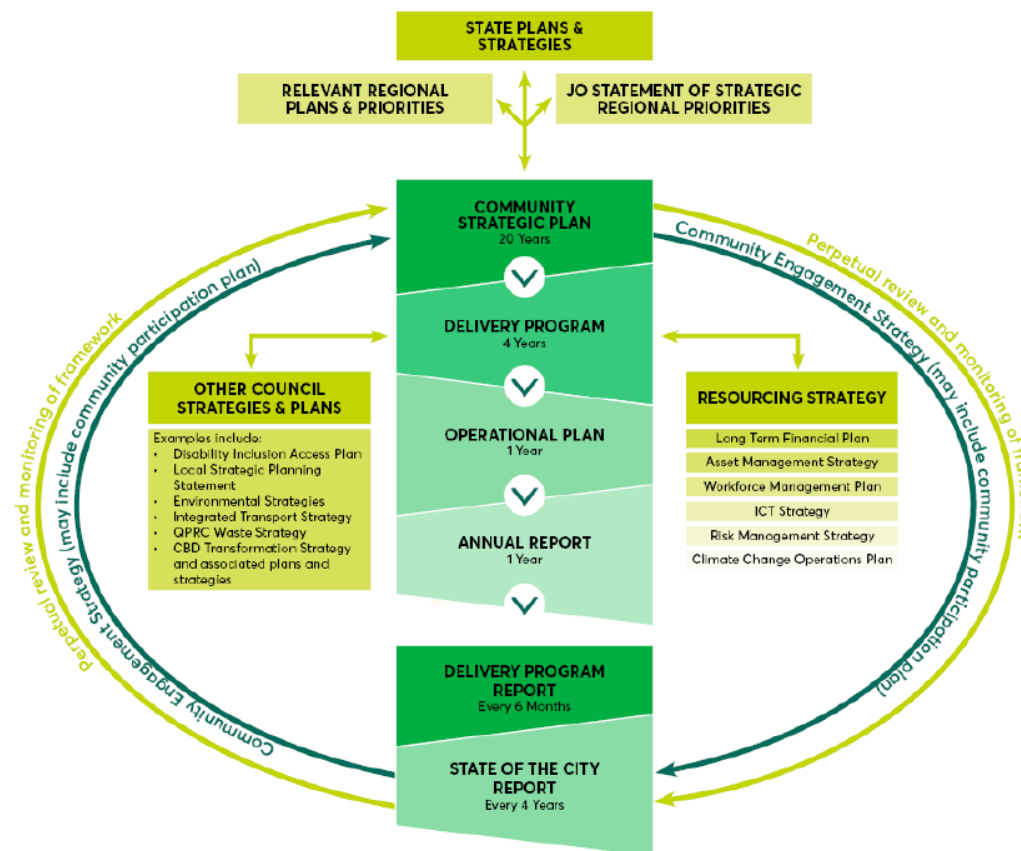


Figure 6: Integrated Planning and Reporting Framework

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- A four-year Delivery Program that details a Council's response to the community's 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, risk and climate change operations 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)	Community Engagement Strategy (CES)	Resourcing Strategy (RS)
<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • Demonstrates how work identified in the Delivery Program and Operational Plan will be resourced, as identified through: <ul style="list-style-type: none"> – Long-Term Financial Plan – Workforce Management Planning – Asset Management Planning.
Duration: 10+ years Review: In line with election cycle, generally every 4 years	Duration: As required Review: Within 3 months of the local government elections.	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.

Figure 7: Integrated Planning and Reporting Framework

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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.



Figure 7: DPSIR model

- 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)

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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

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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

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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)

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Workforce Management Strategy

Overview

Council's Workforce Management 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 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 reliant on new or increased revenue streams.

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 on the right illustrates the areas of growth.

Portfolio Increases	2021 2022	2022 2023	2023 2024	2024 2025	TOTAL SEP 2020	TOTAL 2024-25	TOTAL FTE GROWTH	Trainee/ Cadet	Trainee/ Cadets %
CEO Office	\$ -	\$ -	\$ -	\$ -	2.00	2.00	0.00	0	0%
Organisation Capability	\$ 94,499.12	\$ 53,492.59	\$ -	\$ -	58.96	60.65	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	\$ 1,263,465.98	\$ 374,864.46	461.35	500.95	39.60	42	8.38%
			TOTAL \$	\$ 3,676,361.52	TARGET	485		50.10	10.00%
Portfolio Increases	2021 2022	2022 2023	2023 2024	2024 2025					
TOTAL 1: FUNDING SOURCE BREAKDOWN									
Waste Fund	\$ 160,308.94	\$ 26,033.05	\$ -	\$ -					\$ 186,342.00
Sewer Fund	\$ 321,910.07	\$ 53,916.59	\$ 233,573.09	\$ -					\$ 609,399.74
Water Fund	\$ 126,394.55	\$ 53,916.59	\$ 43,885.60	\$ -					\$ 224,196.73
General Fund	\$ 660,044.80	\$ 762,004.59	\$ 707,181.01	\$ 374,864.46					\$ 2,504,094.85
Fees & Charges	\$ 52,217.05	\$ 197,078.83	\$ 64,892.25	\$ -					\$ 314,188.13
Projects	\$ 30,993.83	\$ 26,746.30	\$ -	\$ -					\$ 57,740.13
Grant Fund	\$ 390,737.34	\$ 96,290.34	\$ -	\$ -					\$ 487,027.68
SRV	\$ -	\$ 53,492.59	\$ 213,935.03	\$ -					\$ 267,427.62
			TOTAL						\$ 3,676,361.52

Figure 8: QPRC workforce plan data

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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.

The key pillars around which the strategic responses or actions are based:

- Strategic Focus 1 A contemporary, future-focused workforce
- Strategic Focus 2 Managing our ageing workforce
- Strategic Focus 3 Improving productivity
- Strategic Focus 4 Providing a safe, inclusive and accessible workplace
- Strategic Focus 5 Instilling a high learning, innovative environment
- Strategic Focus 6 Shaping a positive client-focused, tech savvy culture
- Strategic Focus 7 Being an employer of choice



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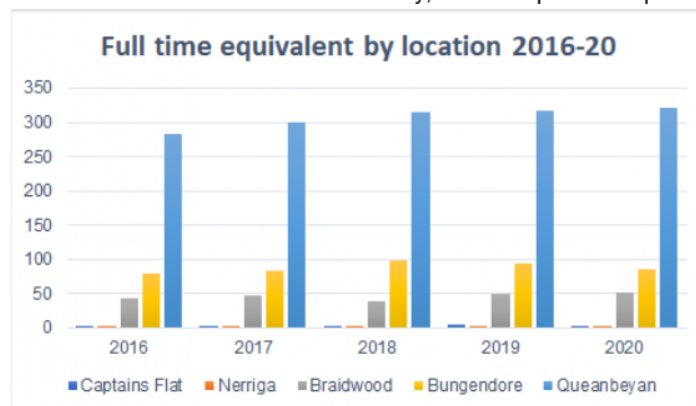
About our organisation

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 468 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 536 staff. At the time of the merger, staff were employed under the Queanbeyan or Palerang salary structures. Following the merger, the QPRC salary structure was implemented, with staff able to opt into the new structure or remain on the former Queanbeyan or Palerang structure, with no staff to be worse off under the change. A number of positions were reevaluated at a lower grade, however staff currently occupying those positions will remain at the grade at the time of the merger. All new positions are created under the QPRC salary system. As of May 2022, 440 staff were on the QPRC salary system, seven on the former Palerang system and 86 on the former Queanbeyan system.

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 reasonably 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.

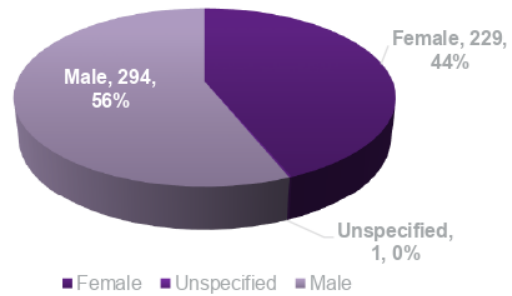


	Position FTE				
	2017-18	2018-19	2019-20	2020-21	2021-22
Queanbeyan	300.28	313.92	317.92	321.9	324.89
Bungendore	83.94	98.94	94.1	87.78	89.98
Braidwood	50.41	42.78	53.63	53.28	53.88
Total (without Casual)	434.63	455.64	464.93	462.96	468.75

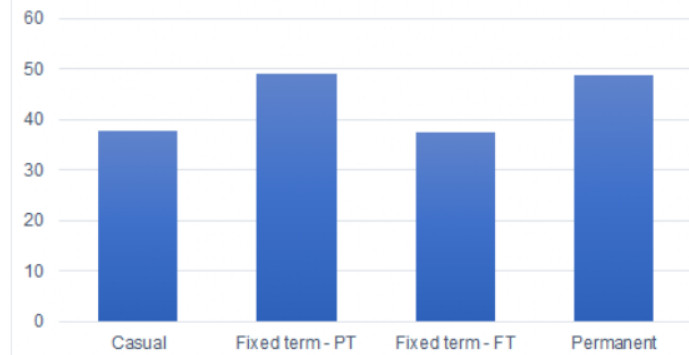
Table 1: QPRC position FTE

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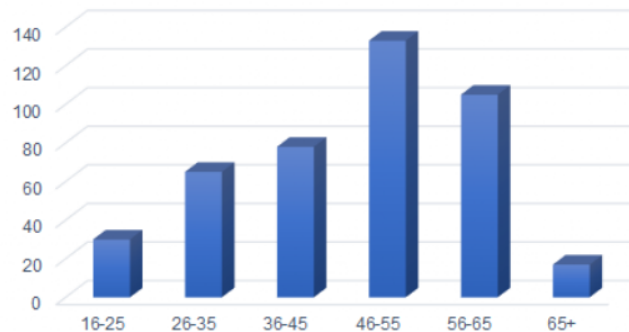
Workplace by gender, including casuals



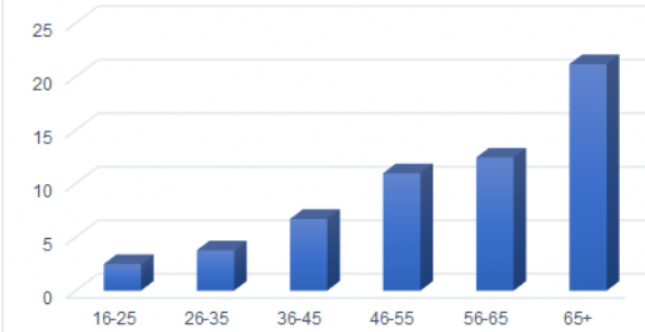
Average age by employment type



Generational spread



Length of service by age group



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Action plan

Council's Workforce Strategy will focus on the following strategic focus areas:

- Strategic Focus 1 A contemporary, future-focused workforce
- Strategic Focus 2 Managing our ageing workforce
- Strategic Focus 3 Improving productivity
- Strategic Focus 4 Providing a safe, inclusive and accessible workplace
- Strategic Focus 5 Instilling a high learning, innovative environment
- Strategic Focus 6 Shaping a positive client-focused, tech savvy culture
- Strategic Focus 7 Being an employer of choice

Table 2: QPRC Workforce Management Strategy actions

Action	Timeframe	Responsible branch
Strategic Focus 1 - A contemporary, future-focused workforce		
Workplace Innovation Group action plan	Y1-4	Workplace and Governance
Leverage existing and new IT solutions to increase productivity	Y1-4	Digital
Input into design and layout of new offices in Queanbeyan and Bungendore to create activity-based working spaces	Y1-2	Workplace and Governance
Implement change management strategies to assist staff with move into new offices	Y1-2	Workplace and Governance
Implement Transformational Organisational Structure	Y1-2	CEO
Review recruitment approach for hard to fill positions	Y1-2	Workplace and Governance
Fully automate recruitment process to remove paper-based forms.	Y1	Workplace and Governance
Review Home Based Work Directive and approval process following impacts of COVID-19	Y1	Workplace and Governance
Ongoing review and refinement of Workplace-related directives, with focus on creating a future-focused workforce	Y1-4	Workplace and Governance
Liaise with CRJO councils to address employment-related issues	Y1-4	Workplace and Governance
Consider job share program with other councils/ACT Government	Y1-4	Workplace and Governance
Implement endorsed workforce plans, within financial capacity, to ensure resources levels keep pace with population growth	Y1-4	Executive
Strategic Focus 2 - Managing our ageing working		
Promote Transition to Retirement Directive and options under Clause 23 of Local Government Award	Y1-4	Workplace and Governance
Identify positions that are at risk of retirement and knowledge departure	Y1-4	Workplace and Governance
Educate staff in retirement bracket on importance of transition	Y1-4	Workplace and Governance
Trainees, cadets and apprentices make up 10% of workforce	Y1-4	Workplace and Governance
Investigate mentor program – either internal or as part of CRJO	Y1-2	Workplace and Governance
Increase usage of Promapp in organisation	Y1-4	Organisation Capability

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Action	Timeframe	Responsible branch
Enhance QPRC's development approach by considering QPRC scholarship/graduate program	Y1	Workplace and Governance
Partner with universities to develop pathway strategies for hard to fill positions	Y1-4	Workplace and Governance
Strategic Focus 3 - Improving productivity		
Monitor staff absences and highlight trends to Executive and Service Managers	Y1-4	Workplace and Governance
Increase percentage of staff with workplans in CiAnywhere	Y1-4	Workplace and Governance
Review the use of overtime across the organisation to achieve a balance between productivity and staff safety	Y1-2	Workplace and Governance
Strategic Focus 4 - Providing a safe, inclusive and accessible workplace		
Maintain HSEQ accreditation	Y1-4	Workplace and Governance
Launch safety module within CiAnywhere	Y1-2	Workplace and Governance
Monitor and review health and wellbeing programs and activities	Y1-4	Workplace and Governance
Support Council's Diversity and Inclusion Group	Y1-4	Workplace and Governance
Maintain Employee health initiatives such as Safety Day, wellbeing program and healthy lifestyle programs	Y1-4	Workplace and Governance
Strategic Focus 5 - Instilling a high learning innovative environment		
Development of annual Training Plan for organisation	Y1-4	Workplace and Governance
Trainees, cadets and apprentices make up 10% of workforce	Y1-4	Workplace and Governance
Sponsor trainee, cadet and apprenticeship awards	Y1-4	Workplace and Governance
Provision of study assistance in line with adopted Directive	Y1-4	Workplace and Governance
Build upon library of online learning resources	Y1-4	Workplace and Governance
Embed learnings from Colloquium program	Y1-2	Workplace and Governance
Review and implement Sustainable Leadership at QPRC program	Y1-2	Workplace and Governance
Identify future leaders and provide with tools and learning to prepare them for career progression	Y1-4	Workplace and Governance
Provide opportunities for future leaders to participate in Local Government Professionals Management Challenges	Y1-4	Workplace and Governance
Invest in Team Leaders and emerging leaders	Y1-4	Workplace and Governance
Strategic Focus 6 - Shaping a positive client-focused tech savvy culture		
Workplace Innovation Group action plan	Y1-4	Workplace and Governance
Publish service review schedule in Operational Plan	Y1	Workplace and Governance
Service owners commit to implementing service review findings	Y1-4	Leadership group
Consider the 'customer' when developing Workplace processes and Directives	Y1-4	Workplace and Governance
Strategic Focus 7 - Being an employer of choice		
Review Equal Employment Opportunities Plan and Policy	Y1	Workplace and Governance
Ongoing implementation and promotion of QPRC values	Y1-4	Organisation wide
Recognise the efforts and achievements of our staff through formal and informal reward and recognition	Y1-4	Leadership group
Develop a social media strategy to support employer of choice aspirations	Y1-2	Workplace and Governance
Progress Team Leader improvement program following 2021 culture survey results	Y1-2	Workplace and Governance
Remeasure organisational culture in 2024	Y2/4	Workplace and Governance
Implement action plans to address causal factors and outcomes that are affecting culture	Y2/4	Leadership group

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Action	Timeframe	Responsible branch
Participate in CRJO employment initiatives	Y1-4	Workplace and Governance
Review volunteering program and processes to enable and encourage volunteering in suitable areas	Y1	Workplace and Governance and Recreation and Culture
Participate in Local Government Week and other events to promote the value of Council to the community	Y1-4	Workplace and Governance
Develop strategies to encourage and promote flexible work and work/life balance	Y1-4	Workplace and Governance

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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>

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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

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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)

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- 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

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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 2017, following a financial sustainability review, QPRC adopted a Financial Strategy and Policy and began implementing financial improvements, with a focus on investment in asset renewal, reducing asset maintenance costs, controlling the organisational structure and implementing workforce structural savings over time, increasing rates and fees, capturing merger efficiency savings and cutting costs of non-core services.

The adopted Financial Strategy also considered the expansion of Council's asset base to provide additional community infrastructure to cope with the service demands of the growing population. Council has so-far invested \$486M in a program of compressed capital works over five years, comprising asset renewal and asset expansion, and funded through capital grants and new loans.

Whilst Council has made significant progress toward implementing the Financial Strategy over time, it has not yet fully implemented the revenue and rates increases or cost-cutting that was to have been identified through service reviews. There has also been additional investment in expanded service provision and other rising costs that have countered the financial improvements, and these have been largely driven by:

- the equalisation of service levels across the LGA – leading to funding higher service levels and driving continually increasing community expectations.
- population growth (at 1.9% pa).
- capital grants for new assets (\$284M over 5 years).
- developers contributions and gifted assets (\$96M over 5 years).

Natural disasters have significantly interrupted Council's normal operations, diverted resources and triggered one-off costs where asset restoration is not fully funded by the Government's Natural Disaster Funding Arrangements. Council incurred \$65M loss / damage to community infrastructure that is being rebuilt over 3 years. Recovery operations will continue to change the focus of Council's services to affected communities – and these changes have been funded through several stages of Government Funding.

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

DRAFT RESOURCING STRATEGY

The pandemic also required an additional significant operational and planning response from Council that was largely resourced internally with staff time. The financial impact of the pandemic was mostly felt by businesses and individuals in the community, and Council reduced and waived fees and charges for the use of facilities. This has had an ongoing impact with lost fee income in 2021 estimated to be \$1.6M; and which has not yet returned to pre-pandemic levels.

Council is proposing to address its financial sustainability via the LTFP, resolving to adopt a series of additional financial strategies that have been modelled in this plan. Application for a Special Rate Variation is one of a number of actions Council has included in its improvement plan in order to improve overall performance and better manage community infrastructure.

Scenarios included in the Long Term Financial Plan include an additional mix of savings measures and rates increases that range from 9.3% per annum x 3 years (scenario 2) to 14% x 3 years (scenario 3). The value realised through operational savings, and reduction in service levels to affordable levels within levels that ratepayers are willing to fund will reduce the extent of any special rate variation.

Productivity improvements

A Special Rate Variation is only one of a number of initiatives Council has considered in order to improve its overall financial performance and better manage and maintain essential infrastructure. Council is taking action to develop a positive culture of efficiency and productivity as well as facilitating productivity gains across the organisation. These gains may lead to financial savings and non-financial savings, including improvements in Council's service delivery.

The key actions of the Council's Improvement Plan are:

- \$2.2M merger efficiency savings were planned through reduction of duplicated activities and have been tracked and reported since the merger. The annual ongoing savings have been directed to the repayment of principal and interest on the loan funding for the Queanbeyan Civic and Cultural Precinct (QCCP).
- Additional savings targets have been included into scenarios 2 and 3, with an organisational service review to be undertaken to prioritise Council's activities so that future services are provided within available resources.
- Additional revenue targets have been included in scenarios 2 and 3 for fee increases through a service pricing review.
- Reinvest revenue from growth into service expansion to provide for the expanding population and new areas of development.
- Exploit commercial opportunities including:
 - Roads contracts (state / regional)
 - Water and sewer business dividends
 - Sell and lease surplus assets
- Use of pooled development contributions to fund the capital works program of community infrastructure
- Review developer contributions plans to increase developer contributions for asset expansion requirements for the growing population
- Rationalise non-core services and invest in services with low community satisfaction
- Review the asset strategy and reconsider affordable levels of service to be provided over the expanded asset base

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- Continue to advocate for the transfer of regional road assets to State Government, and reduce associated depreciation, maintenance and renewal expense
- Continue to advocate for the removal of the Emergency Services Levy that is used to fund State Government Emergency Services
- Use Natural Disaster and other Grant funding to build back assets that can withstand future natural disasters under the 'build back better' infrastructure plan.
- Prioritise grant funding on infrastructure renewal requirements instead of building new assets that will require ongoing future increased operational expense
- Establish a program of service reviews to identify better value solutions including better service delivery and financial savings.

Other productivity improvements and cost containment strategies Council has implemented over the past several years include:

- All employee vacancies are reviewed and where appropriate may be replaced with cadets, trainees or apprentices on a 2:1 basis as part of Council's strategy to increase productivity and increase the pool of skilled workers.
- Council procedures are mapped and reviewed and digital workflows are systematically put in place to streamline performance.
- Workforce strategies to improve health and wellbeing of the workforce and reduce unplanned absences
- Flexible working conditions including flexible hours of work and working from home to attract and retain productive employees.
- Valuing the use of volunteers for the management of community facilities.
- Replacement of Queanbeyan streetlights with LED bulbs to reduce streetlighting costs and energy consumption
- Joint regional procurement with the Canberra Region Joint Organisation and other regional networks to share overheads, attract better pricing and reduce overall costs.

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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>

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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.

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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 continual improve the business in addition 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.

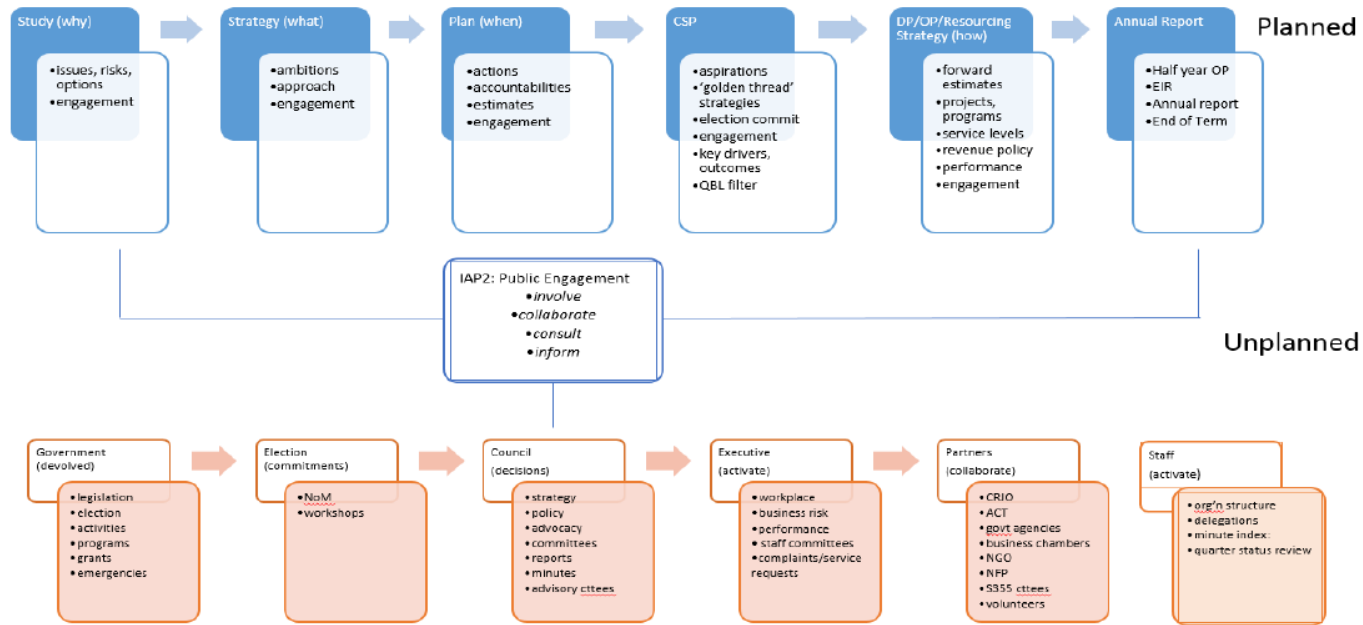
Changes to council's external environment present challenges in the form of ability to raise revenue, increasing demand for services, cost shifting by the NSW State Government and the impact of climatic changes. In addition to addressing internal challenges such as ageing asset infrastructure, and waste 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:

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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.

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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.

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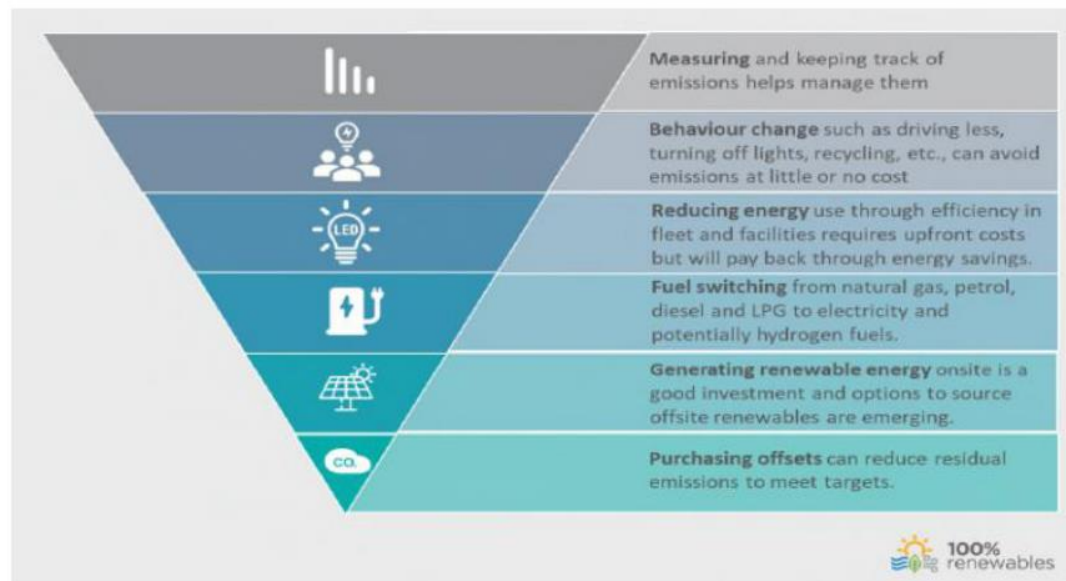
QPRC Climate Change Action Plans

Council recognises that climate change is a serious and significant issue and is committed to reducing its carbon footprint and supporting the community. Both Council and the community have significant roles to play in ensuring that the Queanbeyan-Palerang region contributes to global efforts in addressing climate change. Two documents comprise Council's Climate Change Action Plans:

- QPRC Council Operations Climate Change Action Plan
- QPRC Community Climate Change Action Plan

Both Action Plans cover the period from 2020 to 2030.

The plans highlight pathways and opportunities for Council and to the community to make significant reductions in greenhouse gas emissions through a cost-effective program of actions. Furthermore, the plans focus upon measures to ensure climate change resilience and preparedness across the local government area. Actions developed and implemented within the plans are aligned with the emissions reduction hierarchy, as illustrated below.



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To develop the plans extensive community and staff consultation was undertaken to address key issues and identify potential actions and emissions reduction pathways. The 131 actions identified within the plans can be organised into the following nine categories:

- Leadership & Governance: *10 actions*
- Procurement: *2 actions*
- Energy (energy efficiency and renewable energy): *41 actions*
- Transport: *25 actions*
- Education: *4 actions*
- Adaptation: *33 actions*
- Natural and Urban Landscapes: *7 actions*
- Water: *4 actions*
- Waste: *5 actions*

Council acknowledges that climate change will have an impact on our operations and has developed the QPRC Council Operations Climate Change Action Plan. The Plan should be read alongside the Community Climate Change Action Plan.

QPRC has adopted the following emissions reduction targets for its internal operations (as established in the QPRC Operations Sustainability Policy) and the QPRC community. These targets are:

- Energy & Transports Emissions (Council Operations): 30% reduction in total greenhouse gas emissions by 2025 from 2012-13 baseline levels. This is in-line with the Moderate (45% reduction by 2030) Emissions Reduction Pathway stated in this document.
- Community Emissions: support the NSW Government in their goal to reduce the States (communities) emissions by 50% by 2030 (from 2005 levels) and net zero emissions by 2050.

Council is committed to develop annual public reports on its progress implementing the plans. In addition, Council will conduct a mid-term and final evaluation of the plans at the end of its term, to inform updated Climate Change Action Plans. These plans complement other strategies that Council has developed or is developing, which also act upon climate change in our region.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 9.10 DRAFT RESOURCING STRATEGY

ATTACHMENT 3 DRAFT LONG TERM FINANCIAL PLAN 2022-32

Draft Long Term Financial Plan

2022-32

2022-32 LONG TERM FINANCIAL PLAN

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Version Control

Resolution	Date	Description	Model Ref	Doc Ref
Draft	16/2/2022	Presented to Council workshop	ECM 1547522 v2	na
Draft	17/5/2022	Presented to Council workshop	ECM 1547522 v5	na
Draft	25/5/2022	Recommended to Council for public exhibition	ECM 1547522 v5	

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Executive Summary

Council was formed in 2016 with the merger of Queanbeyan and Palerang Regional Councils, with a long term structural financial deficit that it has maintained since amalgamation.

In 2017, following a financial sustainability review, QPRC adopted a Financial Strategy and Policy and began implementing financial improvements, with a focus on investment in asset renewal, reducing asset maintenance costs, controlling the organisational structure and implementing workforce structural savings over time, increasing rates and fees, capturing merger efficiency savings and cutting costs of non-core services.

The adopted Financial Strategy also considered the expansion of Councils asset base to provide additional community infrastructure to cope with the service demands of the growing population. Council has so-far invested \$486M¹ in a program of compressed capital works over 5 years, comprising asset renewal and asset expansion, and funded through capital grants and new loans.

Whilst Council has made significant progress toward implementing the Financial Strategy over time, it has not yet fully implemented the revenue and rates increases² or cost-cutting that was to have been identified through service reviews. There has also been additional investment in expanded service provision and other rising costs that have countered the financial improvements, and these have been largely driven by:

- the equalisation of service levels across the LGA – leading to funding higher service levels and driving continually increasing community expectations.
- population growth (at 1.9% pa).
- capital grants for new assets (\$284M over 5 years).³
- developers contributions and gifted assets (\$96M over 5 years).⁴

Natural disasters have significantly interrupted Council's normal operations, diverted resources and triggered one-off costs where asset restoration is not fully funded by the Government's Natural Disaster Funding Arrangements. Council incurred \$65M loss / damage to community infrastructure that is being rebuilt over 3 years. Recovery operations will continue to change the focus of Council's services to affected communities – and these changes have been funded through several stages of Government Funding.

¹ Audited Financial Statements, 2017, 2018, 2019, 2020 & 2021, Infrastructure Renewals and New Assets.

² Government Policy and legislation implemented a 'rates path freeze' on merged Councils that prevented raising rates revenue for the first 5 years of the merger.

³ Audited Financial Statements 2017, 2018, 2019, 2020 & 2021, Capital Grants and Contributions (cash).

⁴ Audited Financial Statements 2017, 2018, 2019, 2020 & 2021, Capital Grants and Contributions (non-cash).

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The pandemic also required an additional significant operational and planning response from Council that was largely resourced internally with staff time. The financial impact of the pandemic was mostly felt by businesses and individuals in the community, and Council reduced and waived fees and charges for the use of facilities. This has had an ongoing impact with lost fee income in 2021 estimated to be \$1.6M; and which has not yet returned to pre-pandemic levels.

Council is proposing to address its financial sustainability with this LTFP, resolving to adopt a series of additional financial strategies that have been modelled in this plan. Application for a special rate variation is one of a number of actions Council has included in its improvement plan in order to improve overall performance and better manage community infrastructure.

Scenarios 2 and 3 include an additional mix of savings measures and rates increases that range from 9.3% per annum x 3 years (scenario 2) to 14% x 3 years (scenario 3). The value realised through operational savings, and reduction in service levels to affordable levels within levels that ratepayers are willing to fund will reduce the extent of any special rate variation.

Introduction

The LTFP has been prepared in accordance with the Integrated Planning and Reporting Framework, forming a component of the QPRC Resourcing Strategy. The Resourcing Strategy outlines the capacity and capability of the organisation, providing the essential plans to support the achievement of Council's long-term objectives outlined in the Community Strategic Plan.

The Resourcing Strategy includes plans for the financial management, workforce, assets, ITC and risk management of the Council to ensure that sufficient time, money, assets, systems and people are available to action Council's objectives. QPRC's Resourcing Strategy goes beyond the basic money, assets, people model and also considers Risk Management and Digital Strategies as critical components.

The LTFP is the point where community aspirations and goals are tested against financial realities. It seeks to answer the following questions:

- Can Council survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can Council afford what the community wants?
- What income is needed to achieve these outcomes?

The plan includes:

- planning assumptions used to develop the plan
- projected income statement, balance sheet and cashflow statement
- sensitivity analysis (factors / assumptions most likely to affect the plan)
- modelling for different scenarios (base-case / optimistic / conservative); and

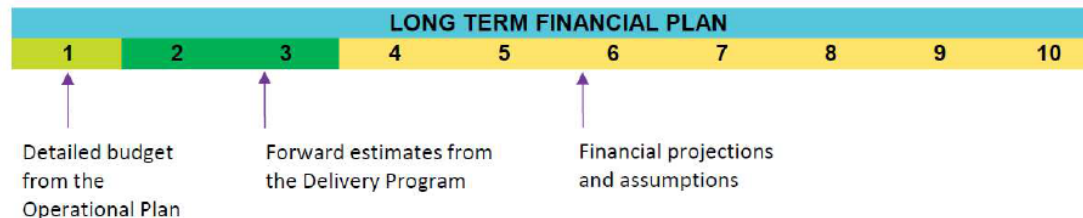
2022-32 LONG TERM FINANCIAL PLAN

- methods of monitoring financial performance

The LTFP is a decision making and problem solving tool. The modelling that occurs as part of the plan will help Council to align resources with strategies, providing information that helps Council to capitalise on opportunities and weather unexpected events. It is a dynamic document, reviewed and updated annually, changing as the needs, strategies and financial position of Council change over time.

The longer the planning horizon, the more general the plan will be in the later years. As decisions are made throughout the planning period, more specific detail is built into the plan. The following diagram illustrates the relationships and integration within the integrated planning and reporting framework.

Figure 1: LTFP Planning Horizon



The output of the long term financial plan is a ten year budget; financial reports over a ten year forward planning period. Copies of the updated reports are provided in the appendices.

Background

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

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- 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 and provided a *Responsible Scenario* financial policy setting for the Council. Out of this work, Council adopted its revised *Financial Strategy and Policy*, that sets the parameters for future budgets and financial planning, and which included measures of budget correction.

The 2017 review and consolidation of the asset and financial sustainability of the former councils and the merged QPRC established the policy platform. The absorption of known merger costs and grants, and the capture of predicted merger savings, together with additional borrowing to smooth out asset renewals and upgrades under the *Responsible Scenario* was expected to realise variances described in Table 1, to the existing policies over the ten year financial planning horizon.

Table 1: Asset and Financial Sustainability Review⁵

2017 Adopted Financial Strategy	Progress
General rate increase ~ 1% pa real increase	Not started – restrained by Government policy for 5 years from merger
Similar increases in water and sewer annual charges ~ 1.2% pa real increase	Stage 1 complete with a review of Palerang Water and Sewer 30 year strategic plans and correction of annual charges Stage 2 underway with Queanbeyan Water and Sewer 30 year strategic planning underway Nominal additional 2% annual charge increase for Queanbeyan sewer applied to address known requirement for the replacement of the Queanbeyan Sewerage Treatment Plant
Similar increases in other fees ~ 6.1%pa	4% pa increases applied Commenced annual review of service pricing policy and set alternate targets for each service based on community service obligations
Introduction of water and sewer dividends	Outstanding

⁵ QPRC Council Meeting, 25 January 2017

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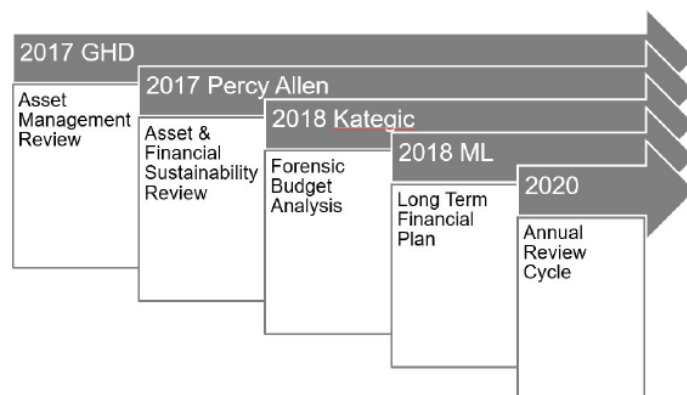
2017 Adopted Financial Strategy	Progress
	Planning underway including completion of Queanbeyan Integrated Water Cycle Management Plan
Reduction of consolidated service expenditure ~1% pa efficiency dividend	Changed Savings have been identified and reinvested back into higher level of overall services. Efficiency dividend of 5% applied one-off in 2022-23 budget to non-essential, uncommitted materials and services.
Increase debt ~ \$175M to accommodate infrastructure capex and renewals and subsequent increase in interest expense	Complete
Maintain same levels of asset maintenance	Complete and ongoing Adopted 80-90% asset maintenance target and reported against annually
Increased asset property sales	Underway Current and future property sales reported within the appendix of Council's Operational Plan
Substantially increased levels of asset renewals and upgrades	Complete and ongoing Adopted 100% infrastructure renewal target and reported against annually

Whilst Council has made significant progress in realising the above outcomes, in particular in the investment in renewal and upgrade of assets, the planned revenue increases have not yet been implemented and the Council has not yet achieved a financially sustainable position.

Since 2017, Council has continued to place a focus on financial sustainability and has continued to develop a body of work to build its financial management capabilities.

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Figure 2: QPRC Financial Sustainability Journey



Financial Strategy and Policy

The LTFP is underpinned by Council's Financial Strategy and Policy and Asset Management Strategy. The policies outline the principles adopted by Council designed to achieve an acceptable compromise between Council's obligations to:

- achieve financial sustainability
- manage the asset backlog to prevent an infrastructure crisis,
- preserve essential public services in line with population growth
- keep rates, fees and charges affordable
- meet the financial benchmarks outlined in the policy.

The strategies include a series of measures to achieve those objectives, including:

- increases in revenues from rates and annual charges and user fees and charges
- introduction of water and sewer dividends
- reduction of consolidated service expenditure through merger savings

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- increased debt to accommodate substantial increases in infrastructure capex and renewals
- same levels of asset maintenance
- increased asset (property) sales
- 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

Performance Indicators

The table below illustrates the financial and asset sustainability performance measures to be pursued in the LTFP. Each of these financial indicators is based upon a generally accepted balance to provide long term financial sustainability.

Table 2: Sustainability Ratios

	QPRC Target Rate		OLG Benchmark	Reason for adopted target
	Low	High		
Operating Performance Ratio	0%	5%	>0%	Operating deficits are indicative of services which are consumed by current ratepayers being paid for – one way or the other – by future ratepayers.
Own Source Revenue Ratio	60%	80%	>60%	To reflect NSW LG industry benchmark
Unrestricted Current Ratio	1.5x	5x	>1.5x	To reflect NSW LG industry benchmark
Debt Service Cover Ratio	2x	6x	>2x	To encourage moderate borrowings for infrastructure
Cash Expense Cover Ratio (excluding external restrictions)	3 months	12 months	>3 months	To avoid risk of operational failure
Infrastructure Backlog Ratio	0%	2%	<2%	To reflect NSW LG industry benchmark
Infrastructure renewal ratio	90%	110%	100%	To avoid a big renewals backlog developing
Infrastructure maintenance ratio	80%	100%	100%	To avoid a big maintenance backlog developing

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Current Financial Position

OPERATING PERFORMANCE

Council has annual operating expenses of \$137 million, including employee costs of \$47 million, supporting a population of 63,491 across an area of 5,319 km².

Council's financial performance is unsustainable without incorporating the further improvement action that has been identified in the LTFP. As a consolidated entity, QPRC has operated at a small operating deficit of 2.8% in 2021, consisting of a positive result within the Water and Sewer Funds, and an operating deficit in the General Fund. Ongoing operating deficits in the General Fund are not financially sustainable, and Council's financial strategy includes corrective actions to improve its operating position, and live within its means.

Operating result before capital income is the primary financial performance indicator. Figure 3 shows QPRC's operating surplus to rates income % ranked against 126 other NSW Councils over the past 3 years.

Figure 3: NSW Council Form Guide

Rank	General Fund	19/20	18/19	17/18
113	Queanbeyan-Palerang Regional Council	-9%	-13%	-22%

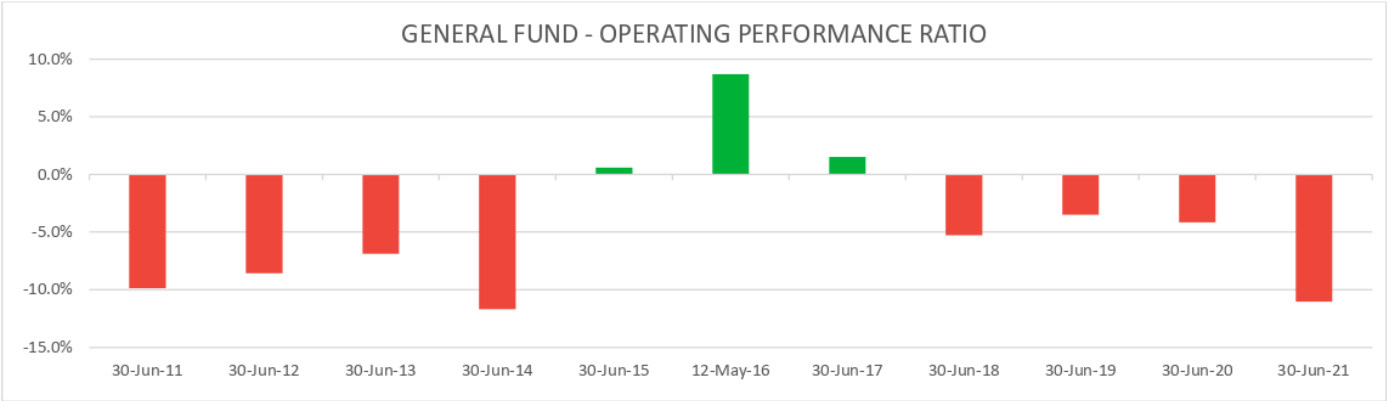
Rank	Water Fund	19/20	18/19	17/18
30	Queanbeyan-Palerang Regional Council	13%	16%	13%

Rank	Sewer Fund	19/20	18/19	17/18
41	Queanbeyan-Palerang Regional Council	26%	36%	16%

The following graphs provide the QPRC historic performance against NSW local government industry key performance indicators for the last 10 years.

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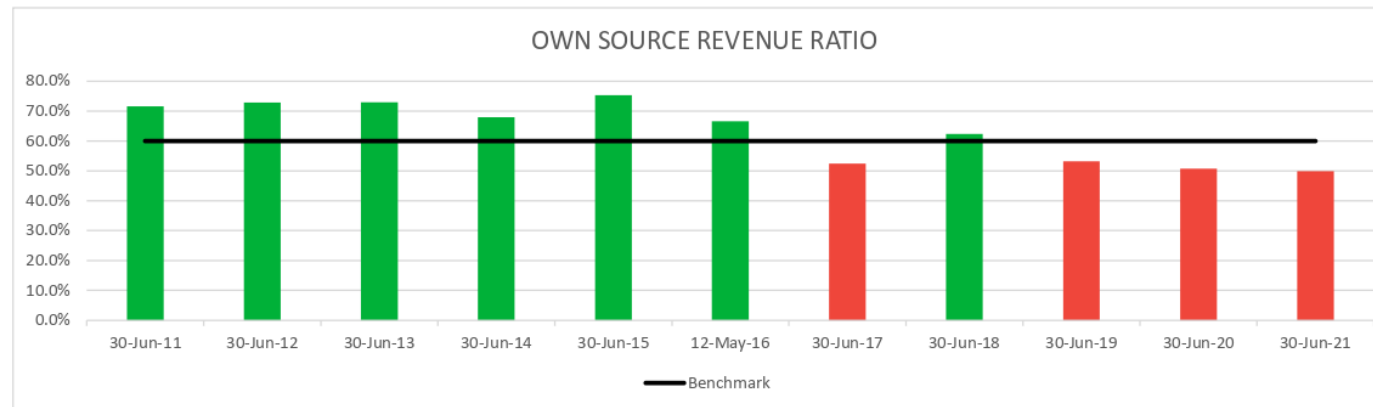
Figure 4: General Fund Operating Performance Ratio over 10 years



Council's Operating Performance Ratio is monitored for three funds: General, Water and Sewer. Both the Water and Sewer Funds have positive performance over the past 5 years, however the General Fund has consistently experienced negative performance, indicating that over the long term, Council's services have cost more to provide than the revenue it receives to fund them, and this has led to insufficient investment in infrastructure renewal over the long term, and ongoing cash shortfalls.

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Figure 5: Own Source Revenue Ratio



Council's own source revenue ratio provides a measure of the degree of reliance on external funding sources such as operating grants and contributions. It should be greater than the benchmark of 60% and has not met the benchmark in 3 of the last 4 years due to the level of operating grant funding provided by the State and Federal Government. Council has been able to provide additional community infrastructure and services from additional grant funding received, but those services are dependent on similar levels of grant funding being received in future years. In recent years, the high level of operational grant funding relates to community recovery and resilience and infrastructure restoration that occurred after the 2019-22 bushfires and floods.

FINANCIAL POSITION

Council has \$161 million current assets, predominantly cash and investments, and it has current liabilities of \$58 million, mostly being provisions for employee leave, and current expenditure accruals (creditors).

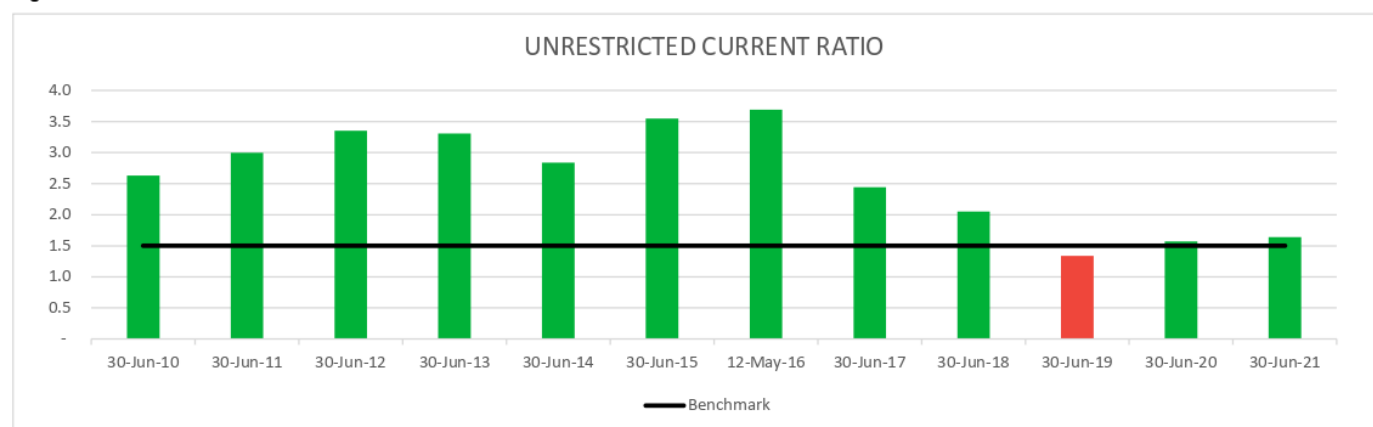
Of its total cash and investment assets, Council has a low level of unrestricted cash and internal reserves of \$12.5 million - when compared to its current payables, and its annual monthly expenditure. This represents the total cash not restricted by legislation and contracts for a specific purpose.

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Unrestricted cash and internal reserves was \$12.5m at 30 June 2021, an increase from \$9.4m at 30 June 2020. Council has been successful in securing a high level of grant funding for operating and capital projects, and has progressed a series of significant, community focused projects.

Council has \$88.9 million in loans relating to asset upgrade and renewal projects, payable over the next 20 years. Council maintains assets and infrastructure with a written down value of \$1.8 billion.

Figure 6: Unrestricted Current Ratio

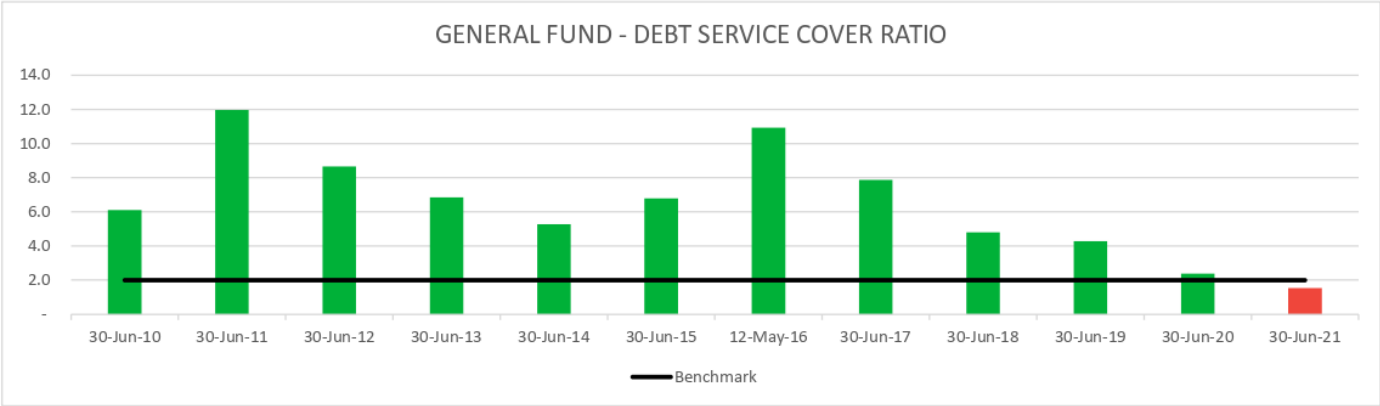


Council's unrestricted current ratio should be greater than 1.5x, the benchmark considered satisfactory by the industry. Council's ratio has been above the benchmark for a number of years and has reduced significantly in recent years reflecting Council's financial strategy to invest in community infrastructure renewal and new assets.

This indicates that Council has just enough capacity to meet its obligations in the short term for its unrestricted activities, and this could be at risk in the case of unforeseen circumstances that further erode the Council's cash and investment position. Council must set and achieve a positive cash budget over the LTFP period in order to restore its internal and unrestricted cash and reserves.

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Figure 7: General Fund Debt Service Cover Ratio

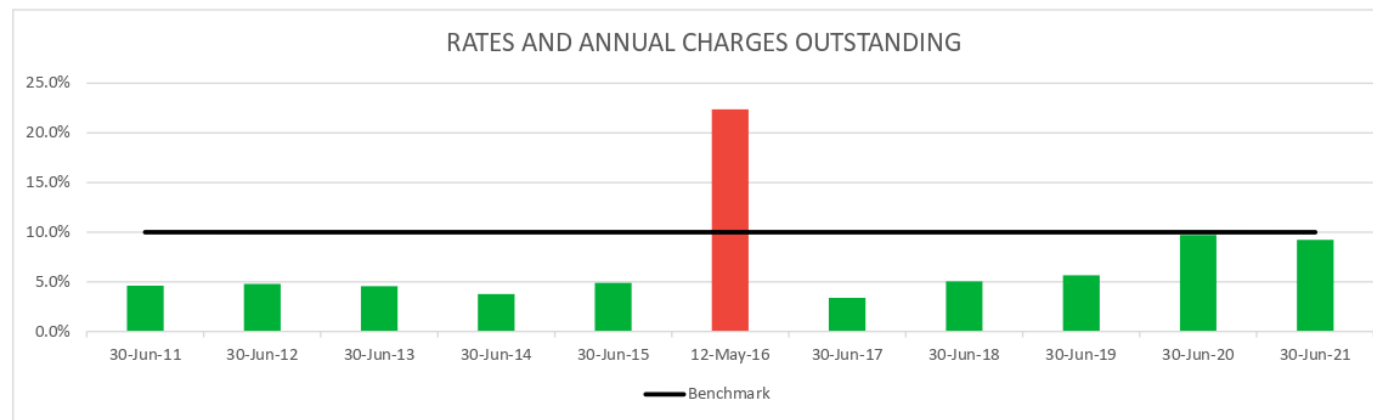


The purpose of the Debt Service Cover Ratio is to assess the impact of loan principle and interest repayments on the organisation's discretionary revenue. Prudent financial management dictates that an organisation should not over commit itself to debts that it cannot service. Ideally this ratio should be greater than 2.00x.

Council monitors this ratio for each of the 3 funds, General, Water and Sewer. The ratio has decreased since 2016 as Council has embarked on a borrowing program to address take advantage of the low interest rate environment, and access government grant funding that programs that require Council contributions for investment in community infrastructure. The ratio fell below target in 2021 due to the deficit operating financial position.

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Figure 8: Rates and Annual Charges Outstanding



The purpose of the Rates and Annual Charges Outstanding Ratio is to measure the effectiveness of recovering rates and annual charges owed to Council. Measurement of the ratio was changed for June 2021, with a decision to not offset prepayments of rates, as had been applied in previous financial years. This has increased the ratio which almost reaches the upper benchmark, however presents a more accurate result; which Council monitors with a focus to improve.

Productivity improvements

A special rate variation is only one of a number of initiatives Council has considered in order to improve its overall financial performance and better manage and maintain essential infrastructure. Council is taking action to develop a positive culture of efficiency and productivity as well as facilitating productivity gains across the organisation. These gains may lead to financial savings and non-financial savings, including improvements in Council's service delivery.

The key actions of the Council's Improvement Plan are:

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- \$2.2M merger efficiency savings were planned through reduction of duplicated activities and have been tracked and reported since the merger. The annual ongoing savings have been directed to the repayment of principal and interest on the loan funding for the Queanbeyan Civic and Cultural Precinct (QCCP).
- Additional savings targets have been included into scenarios 2 and 3, with an organisational service review to be undertaken to prioritise Council's activities so that future services are provided within available resources.
- Additional revenue targets have been included in scenarios 2 and 3 for fee increases through a service pricing review.
- Reinvest revenue from growth into service expansion to provide for the expanding population and new areas of development.
- Exploit commercial opportunities including:
 - Roads contracts (state / regional)
 - Water and sewer business dividends
 - Sell and lease surplus assets
- Use of pooled development contributions to fund the capital works program of community infrastructure
- Review developer contributions plans to increase developer contributions for asset expansion requirements for the growing population
- Rationalise non-core services and invest in services with low community satisfaction
- Review the asset strategy and reconsider affordable levels of service to be provided over the expanded asset base
- Continue to advocate for the transfer of regional road assets to State Government, and reduce associated depreciation, maintenance and renewal expense
- Continue to advocate for the removal of the Emergency Services Levy that is used to fund State Government Emergency Services
- Use Natural Disaster and other Grant funding to build back assets that can withstand future natural disasters under the 'build back better' infrastructure plan.
- Prioritise grant funding on infrastructure renewal requirements instead of building new assets that will require ongoing future increased operational expense
- Establish a program of service reviews to identify better value solutions including better service delivery and financial savings.

Other productivity improvements and cost containment strategies Council has implemented over the past several years include:

- All employee vacancies are reviewed and where appropriate may be replaced with cadets, trainees or apprentices on a 2:1 basis as part of Council's strategy to increase productivity and increase the pool of skilled workers.
- Council procedures are mapped and reviewed and digital workflows are systematically put in place to streamline performance.
- Workforce strategies to improve health and wellbeing of the workforce and reduce unplanned absences
- Flexible working conditions including flexible hours of work and working from home to attract and retain productive employees.
- Valuing the use of volunteers for the management of community facilities.
- Replacement of Queanbeyan streetlights with LED to reduce streetlighting costs and energy consumption

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- Joint regional procurement with the Canberra Region Joint Organisation and other regional networks to share overheads, attract better pricing and reduce overall costs.

Planning Assumptions

It is impossible to be precise about forward projects for individual line items and such information is not necessary for a useful LTFP. However, it is necessary to understand the calculation of outcomes for financial indicators in order to identify the drivers of variations in performance between years.

Council has identified the external and internal influences that could significantly impact on future financial performance. The following features of the LTFP have been identified as risks and volatile factors.

MARKET DRIVEN PLANNING ASSUMPTIONS

Population forecasts

QPRC's population is currently estimated at 63,012 and forecast to grow to 82,493 by 2036. Over the same period the number of dwellings is projected to increase from 26,255 to 33,742⁶.

Financial modelling has included an increase in rates income resulting from growth in the number of rates assessments.

Cost and revenue increase assumptions

The following planning assumptions are used as the basis of the financial modelling scenarios. These factors reflect the low inflation environment.

Table 3: Index factors applied for Scenario 1 – base case financial model

Assumptions	Year 1 2022-23	Year 2 2023-24	Year 2 2024-25	Year 4 2025-26	Year 5 2026-27	Year 6 2027-28	Year 7 2028-29	Year 8 2029-30	Year 9 2030-31	Year 10 2031-32
IPART rate peg	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
IPART population factor	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%	1.9%
Dwellings growth pa	508	562	520	520	545	519	488	501	492	470
User charges & fees	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Interest on investments	1.0%	1.0%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%	1.5%

⁶ Council uses Profile ID for its population forecasts <https://forecast.id.com.au/queanbeyan-palerang/population-households-dwellings>

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Assumptions	Year 1 2022-23	Year 2 2023-24	Year 2 2024-25	Year 4 2025-26	Year 5 2026-27	Year 6 2027-28	Year 7 2028-29	Year 8 2029-30	Year 9 2030-31	Year 10 2031-32
Interest cost of new loans	4.6%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%	5.5%
Other revenue	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
Grants & contributions	2.0%	2.0%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%	2.25%
Employee benefits	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
Additional FTE for growth	-	1.9	2.4	2.4	2.4	2.6	2.8	2.9	3.0	3.2
Materials & contracts	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%	2.2%
Other expenses	2.5%	2.5%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%	2.3%
CPI	5%	4%	3.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%

The following tables outline Council's planning assumptions by revenue and expenditure types. Included within the assumptions is a brief description as to how Council has determined this assumption and the external influences which impact the assumption.

Table 4: Revenue Assumptions

Revenue	Assumption
IPART rate peg	0.7% as announced for the 2021-22 year, and an additional special variation application for 1.8% has been submitted. A forecasted 2.5% rate peg has been included in the following years in accordance with IPART Guidelines.
Fees and annual charges	The operating fees cost recovery ratio will be reviewed annually as part of an ongoing Revenue Pricing Review process, in accordance with the Financial Strategy, ensuring sufficient revenue to meet agreed service levels. Council's plan is to increase fees to pre-pandemic levels.
Interest income	Interest on investments is assumed at 1.0% in 2022-23, with very slight growth over the 10 year planning period. Interest rates across the financial markets have continued to fall over the past twelve months; consistent with low returns received over the past 10 years. Interest has been calculated on the average balance of funds invested in each year of the financial model. The timing of capital expenditure will affect Council's investment income.
Operating grants and contributions	In previous years the Financial Assistance Grant, and other sources of federal grant funding, have not kept pace with inflation. The risk is grants will need to increase at the same rate as inflation to cover expenditure which is currently high at this point in time (May 2022). The ten year trend reflected in this model is for operating grants to grow at a slower rate than other income sources.
Capital grants	An assumption is made that Council will continue to receive capital grants and contributions from Federal and State sources for roads and bridges, within identified grant funding programs. Grant contributions for specific projects has been planned for where funding sources have been identified, or where future capital works budgets are grant dependent.

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Revenue	Assumption
Developers contributions	Amounts for developers cash and non-cash contributions to new infrastructure have been estimated based on current agreements and DCPs.

Table 5: Expenditure Assumptions

Expense	Assumption
Depreciation	The 2019-20 depreciation rates for each class of assets are assumed to continue over the 10 year modelling period. Depreciation expense varies over the modelling period as a function of the investment in new assets vs asset renewal.
Interest costs	An average interest rate of 4.6% to 5.5% per annum on new borrowings has been allowed over the life of this model; based on the most recent TCorp borrowing.
Operational costs (staff and materials and contracts)	The 2022-23 year adopted operational plan is used as the base year, before indexation is applied over the ten year planning period. Additional merger savings have been built in to the model in accordance with a Council resolution in 2018 that the cost of servicing debt for the new head office in Queanbeyan would be met by merger savings, building cost efficiencies and service review savings.
Employee costs	Movement in employee costs is determined through industry award negotiations and market forces. The first two years indexation allows for award increases of 2% and 2%, plus increase in superannuation contribution of 0.5% in years 1 and 2. The 2022-23 employee cost budget assumes 10% turnover, with 3 months vacancy and 50% vacant positions backfilled. Impacts affecting wages volatility include internal and external factors such as the rising cost of employment, skills shortages, staff turnover, attraction and retention of Council, an increase in superannuation benefits, maternity and paternity leave, award increases and changes in service levels.
Growth in asset maintenance and services	In the base case, additional expenditure has been allowed in future years at a rate of 50% of the additional revenue (rates, fees and charges) due to growth. In scenarios 2 and 3 the rate is adjusted to 80%, recognising the cost of service expansion into newly developed areas and to reach a larger population.

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Financial Scenarios

SCENARIO 1: BASE CASE

Introduction

Scenario 1 is the base case scenario, based on the previously endorsed LTFP, updated to incorporate Council's actual performance over the past year and the 21-22 budget expectation, updated economic assumptions, and current estimates of the net cost of Council's service provision and major projects. Scenario 1 includes identified efficiency savings, productivity improvements and project deferrals that have been implemented in Council's budgets in the last 2 years.

Carried through from the previous LTFP, and updated with current estimates, the base case parameters are summarised as:

- A continuation of the compressed capital works program of the previously adopted LTFP, with \$334 million capital expenditure within 3 years, and \$566 million over ten years across the general, water and sewer funds.
- Takes advantage of \$180 million grants for capital projects and includes future borrowings of \$106 million
- Builds in additional efficiency savings of \$1.3 million pa, from 2022/23.
- The water and sewer funds pay a dividend to the general fund from 1 July 2023 (this has been deferred again for by another year from the previous adopted plan).
- The Queanbeyan Civic and Cultural Precinct (QCCP) is constructed within the first two years and begins to charge rent to government and commercial tenants, representing a positive investment outcome for the community over time.
- The sale of land and buildings raises \$8 million – released as a result of the QCCP development.
- Allows a 50% growth factor so that for new income from growth (rates, fees, charges), 50% of the additional income is allowed for assumed increased servicing costs.
- FTE increases as a proportion of the assumed growth factor (within the additional 50%) – to resource additional service provision for growth.
- Asset renewal in the General Fund has been set at 70-75% renewal ratio (on the growing asset base.) Water and Sewer Asset renewal is maintained at 100%.
- Has been updated to reflect the outputs of the Integrated Water Cycle Management Plan for the Palerang Communities, including increases in fees and charges and increases in the capital works program over the 10 year period to allow for growth and infrastructure renewal for the water and sewer networks.
- Allows 2% increase for 5 years on the Queanbeyan Sewer annual charge to fund the Queanbeyan Sewerage Treatment Plant Upgrade, and assumes \$41m capital grant funding will be received.
- A review of Council's revenue policy settings an increased fees and charges at the overall level of 4% pa.

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Has included all the revenue and expense measures adopted by the former Council where realistic, however recognises that a number of NSW Government Policy initiatives announced by the Government at that time have not been progressed. The measures relied on by the previous Council that have not been included in the current plan include:

- Updated rate peg including population growth factor – The population factor calculated by IPART will be offset by changes in supplementary valuations, effectively negating any additional income from growth for QPRC ratepayers.
- The Special Infrastructure Levy that was to supplement the capital cost of grant funded infrastructure at 3.65% for one year has been removed from this plan due to the Government not producing the supporting guidelines that were required to enact the legislation that it passed 12 months ago. If the Government produces the guidelines at a future date, this will provide the additional flexibility to fund capital expansion that benefits all ratepayers across the region.
- Removal of the Emergency Services Levy from future Council budgets – As no government announcement has been made, the current version of the LTFP has assumed that the Emergency Services Levy will continue to be a cost to Council, at current levels only. The Emergency Services Levy currently represents 4% of the annual general rate.

Summary and assessment

The previous revision of the LTFP was adopted with the Responsible Scenario, to meet the financial sustainability requirements set by Council. However, since its adoption in 2018, Council's actual financial performance has not met the LTFP projections, and the base case scenario is not financially sustainable without taking additional budget repair actions.

The base case performance outcomes are presented in Table 6, and colour coded green when they meet the QPRC performance indicators.

The key performance measures do not meet critical performance measure benchmarks. Council's annual operating surplus remains in deficit and cash will run out within years without further budget correction.

Council has also reached and exceeded the maximum debt service cover ratio, so there is little opportunity for Council to source additional funds to respond to financial opportunities or risks that arise over time.

The infrastructure backlog remains low but begins to grow in later years as Council can't sustain required levels of asset renewal to meet the needs of current and future communities. Council funds the infrastructure renewal requirements in the first years of the plan, as it funds significant infrastructure renewal on buildings, roads, water and sewer assets, and continues to fund infrastructure at a lower rate of 75% for the life of the plan. There continues to be a shortfall in the amount invested in asset maintenance; and this will become a financial challenge as Council builds its asset stock to meet the requirements of a developing region.

This scenario presents a continuation of the previous financial strategy, but recognises that previous assumptions were optimistic and the scenario is no longer a responsible financial decision.

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Table 6: Scenario 1 Consolidated Fund Performance Outcomes

	Year 1 2022-23	Year 2 2023-24	Year 2 2024-25	Year 4 2025-26	Year 5 2026-27	Year 6 2027-28	Year 7 2028-29	Year 8 2029-30	Year 9 2030-31	Year 10 2031-32
Operating Performance Ratio	0.02	(0.05)	(0.04)	(0.05)	(0.03)	(0.02)	-	0.02	0.04	0.06
Own Source Revenue Ratio	75%	74%	66%	80%	82%	83%	83%	84%	85%	85%
Unrestricted Current Ratio	1.3	0.9	0.6	0.2	-0.2	-0.7	-1.1	-1.3	-1.5	-1.6
Debt Service Cover Ratio	3.0	2.1	2.2	2.1	2.2	2.4	2.7	3.5	3.8	4.2
Cash Expense Cover Ratio (excluding external restrictions)	1.6	(0.5)	(1.5)	(2.6)	(3.7)	(5.0)	(5.9)	(6.5)	(7.1)	(7.4)
Infrastructure Backlog Ratio	0.8%	0.8%	0.8%	0.9%	1.0%	1.1%	1.1%	1.2%	1.2%	1.3%
Infrastructure Renewal Ratio	166%	108%	93%	68%	57%	62%	68%	70%	65%	82%
Infrastructure Maintenance Ratio	83%	79%	78%	78%	77%	77%	76%	76%	75%	75%

Table 7: Scenario 1 Capital Works Program

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Building and infrastructure (Million)										
New assets	\$96.2	\$46.1	\$73.3	\$25.0	\$14.6	\$9.9	\$9.8	\$10.0	\$13.1	\$13.1
Asset renewals	\$49.0	\$33.6	\$31.2	\$23.6	\$20.6	\$22.9	\$25.9	\$27.3	\$26.1	\$34.2
Other assets (Million)										
New assets	\$5.0	\$12.0	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Asset renewals	\$3.7	\$3.3	\$3.3	\$2.6	\$2.7	\$2.8	\$2.8	\$2.9	\$2.9	\$3.0

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Scenario 2

Introduction

Scenario 2 is based on the base case, with an additional mix of savings measures and rates increases in the order of 9.3% per annum x 3 years. The value realised through operational savings, and reduction in service levels to affordable levels within levels that ratepayers are willing to fund will reduce the extent of any special rate variation.

Scenario 2 also allows for the divestment of regional roads to the State Government, transferring \$128M regional roads and the associated maintenance and renewal expense.

Additionally, Scenario 2 includes allowance for a higher level of contributed infrastructure from developers contributions, recognising the high level of development and the potential for a larger than expected asset base that will impact long term maintenance and renewal projections.

Scenario 2 increases the growth factor to 85% so that for new income from growth (rates, fees, charges), 85% of the additional income is allowed for increased services to a larger population.

Summary and assessment

Scenario 2 continues to under-invest in infrastructure renewal in order to reduce the extent of a special rate variation, which will affect the infrastructure backlog over time resulting in infrastructure conditions that fall below community expectations.

These cost cutting measures are projected to maintain low levels of cash to continue Council operations, however fall short of meeting minimum asset benchmarks and provide no buffer for unplanned events.

Under Scenario 2, the General Fund will not reach a breakeven operating result, leading to ongoing under-investment in infrastructure renewal.

Scenario 2 has removed some of the State Government policy measures that would reduce cost shifting to local government and that were previously relied upon. If those government policies are enacted in a future period, the scenario outcomes would improve.

Scenario 2 performance outcomes are presented in Table 7, and colour coded green when they meet the QPRC performance indicators.

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Table 8: Scenario 2 Consolidated Fund Performance Outcomes

	Year 1 2022-23	Year 2 2023-24	Year 2 2024-25	Year 4 2025-26	Year 5 2026-27	Year 6 2027-28	Year 7 2028-29	Year 8 2029-30	Year 9 2030-31	Year 10 2031-32
Operating Performance Ratio	(0.03)	(0.05)	(0.02)	-	-	-	0.01	0.01	0.01	0.01
Own Source Revenue Ratio	79%	77%	68%	81%	81%	82%	82%	83%	84%	84%
Unrestricted Current Ratio	1.3	1.1	1.1	1.3	1.5	1.6	1.9	2.1	2.1	2.2
Debt Service Cover Ratio	2.4	2.0	2.2	2.3	2.3	2.4	2.6	3.1	3.3	3.5
Cash Expense Cover Ratio (excluding external restrictions)	1.3	1.5	0.1	-	0.5	0.8	0.7	0.9	1.4	1.5
Infrastructure Backlog Ratio	0.8%	0.8%	0.8%	0.9%	1.0%	1.1%	1.1%	1.2%	1.2%	1.3%
Infrastructure Renewal Ratio	166%	108%	93%	68%	57%	62%	68%	70%	65%	82%
Infrastructure Maintenance Ratio	86%	85%	82%	81%	80%	80%	79%	78%	77%	77%

Table 9: Scenario 2 Capital Works Program

	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Building and infrastructure (Million)										
New assets	\$96.2	\$51.1	\$78.4	\$30.0	\$20.0	\$15.4	\$15.4	\$15.8	\$19.3	\$19.1
Asset renewals	\$49.0	\$33.6	\$31.2	\$23.6	\$20.6	\$22.9	\$25.9	\$27.3	\$26.1	\$34.2
Other assets (Million)										
New assets	\$5.0	\$12.0	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Asset renewals	\$3.7	\$3.3	\$3.3	\$2.6	\$2.7	\$2.8	\$2.8	\$2.9	\$2.9	\$3.0

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Scenario 3

Introduction

Scenario 3 is based on the base case, with an additional mix of savings measures and rates increases in the order of 14.3% per annum x 3 years. The value realised through operational savings, and reduction in service levels to affordable levels within levels that ratepayers are willing to fund will reduce the extent of any special rate variation.

As for Scenario 2, scenario 3 also allows for the divestment of regional roads to the State Government, transferring \$128M regional roads and the associated maintenance and renewal expense. And Scenario 3 includes allowance for a higher level of contributed infrastructure from developers contributions, recognising the high level of development and the potential for a larger than expected asset base that will impact long term maintenance and renewal projections. Scenario 3 increases the growth factor to 85% so that for new income from growth (rates, fees, charges), 85% of the additional income is allowed for increased services to a larger population.

FTE for general fund continues to increase as a proportion of the 85% growth factor. FTE increases for the water and sewer funds are allowed for at a higher rate in accordance with the Workforce Plans that consider the resourcing requirements for servicing those operations.

Scenario 3 allows additional expenditure for asset maintenance and renewal, relative to the growth in the asset base, recognising \$134M gifted assets through developer contributions over the life of the plan.

Summary and assessment

The measures taken by Council under scenario 3 return the Council to a responsible scenario policy setting over time, enabling it to continue to provide services to the community, renewal and maintain infrastructure and expand infrastructure for the growing population.

Increased revenues and decreased expenses improve the operating performance ratio, reaching a break-even result in 2024-25. This improvement comes at the cost of increased rates and incorporates organisational productivity improvements and targeted service review savings – recognising that current (and past) ratepayers have not been fully funding the Council's cost of operations.

Council's financial performance improves over the planning period under Scenario 3. However all three scenarios reach very low levels of unrestricted cash within the planning period; illustrating the depth of the financial sustainability challenge and recognising that sustainability planning is an ongoing improvement process.

Growth in population and in the value of community infrastructure that is being planned and built over the next ten years is very significant. The timing, value and cost of operation has been estimated at a high level. There is a risk that the full operational costs of new community infrastructure will exceed the projections allowed for in this LTFP, and future, more detailed work will be performed to further test the estimates provided.

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All three Scenarios recognise the Council's switch from its current program of compressed capital works, investing heavily in new and renewed infrastructure, back to normal investment levels from 2025/26 – with a returned focus on asset renewal instead of asset expansion. Scenario 3 provides continued investment in existing community infrastructure, maintaining the level of asset maintenance at 80%, maintaining infrastructure renewal at around 90% and avoiding an increase to the infrastructure backlog.

Whilst infrastructure renewal is strong, there is a shortfall in the amount invested in asset maintenance; and this will become a financial challenge as Council builds its asset stock to meet the requirements of a developing region.

Scenario 3 performance outcomes are presented in Table 10, and colour coded green when they meet the QPRC performance indicators. Under scenario 3, the General Fund reaches a break-even result for the first time in over 10 years. Operating performance becomes positive 2024/25, at which point Council begins to fund its full depreciation expense – and by the end of the planning period will be able to begin to implement its strategy to establish a sinking fund / reserve to fully fund asset renewal.

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Table 10: Scenario 3 Consolidated Fund Performance Outcomes

	Year 1 2022-23	Year 2 2023-24	Year 2 2024-25	Year 4 2025-26	Year 5 2026-27	Year 6 2027-28	Year 7 2028-29	Year 8 2029-30	Year 9 2030-31	Year 10 2031-32
Operating Performance Ratio	(0.03)	(0.03)	0.01	0.05	0.05	0.06	0.06	0.07	0.08	0.08
Own Source Revenue Ratio	75%	73%	67%	80%	82%	82%	83%	83%	84%	84%
Unrestricted Current Ratio	1.3	1.0	1.0	1.2	1.5	1.9	2.5	2.9	3.3	3.6
Debt Service Cover Ratio	2.6	2.5	2.3	2.7	2.9	3.0	3.1	3.4	4.2	4.4
Cash Expense Cover Ratio (excluding external restrictions)	1.6	-0.2	-0.6	0.0	0.7	1.2	2.1	3.3	4.1	5.0
Infrastructure Backlog Ratio	0.9%	0.8%	0.8%	0.9%	0.8%	0.8%	0.9%	0.9%	1.0%	1.0%
Infrastructure Renewal Ratio	164%	122%	109%	87%	76%	74%	80%	82%	77%	94%
Infrastructure Maintenance Ratio	88%	86%	82%	82%	81%	81%	80%	80%	79%	79%

Table 11: Scenario 3 Capital Works Program

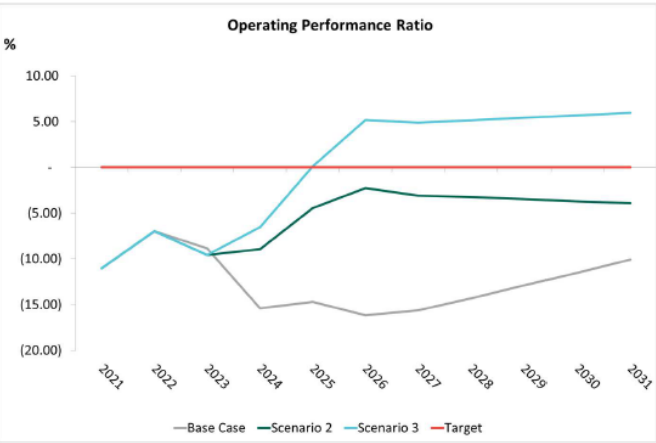
	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
Building and infrastructure (Million)										
New assets	\$96.2	\$51.1	\$78.4	\$30.0	\$20.0	\$15.4	\$15.4	\$15.8	\$19.3	\$19.1
Asset renewals	\$49.0	\$38.6	\$36.8	\$30.3	\$27.4	\$27.3	\$30.6	\$32.2	\$31.2	\$39.6
Other assets (Million)										
New assets	\$5.0	\$12.0	\$-	\$-	\$-	\$-	\$-	\$-	\$-	\$-
Asset renewals	\$3.7	\$3.3	\$3.3	\$2.6	\$2.7	\$2.8	\$2.8	\$2.9	\$2.9	\$3.0

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Performance Measurement

The following charts compare the outcomes of the three LTFP scenarios against the agreed benchmarks over the ten year planning period. These charts demonstrate the consolidated performance of Council across the three funds, General, Water and Sewer.

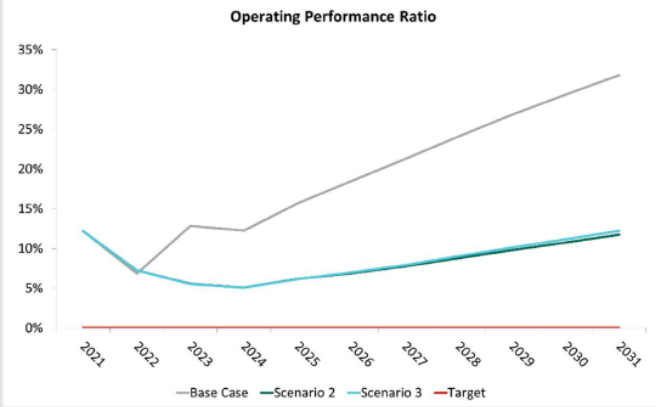
Figure 9: Operating Performance Ratio - General Fund



Under the base case and scenario 2, the General Fund remains in deficit for the entire planning period, and Council continues to spend more delivering services to the community than it receives in revenue from rates, fees and charges and grants.

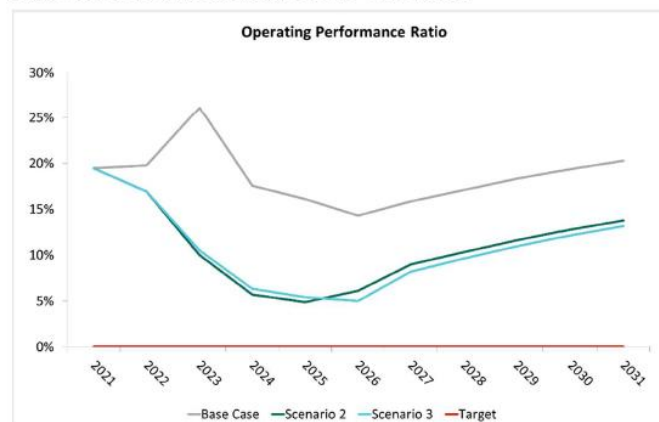
Scenarios 2 and 3 correct the financial performance over time, with scenario 3 taking a positive trajectory to the break-even point during 2024-25.

Figure 10: Operating Performance Ratio – Water Fund



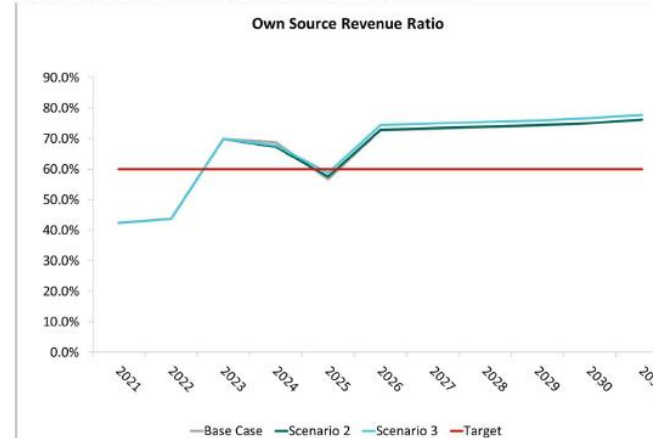
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Figure 11: Operating Performance Ratio - Sewer Fund



Both the water and sewer funds remain in operating surplus positions under all three scenarios.

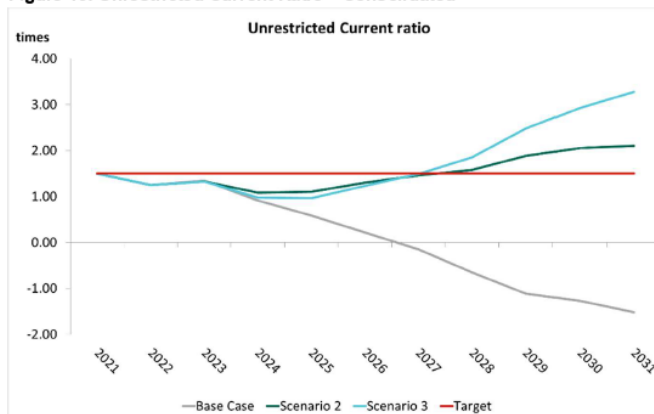
Figure 12: Own Source Revenue Ratio – Consolidated



Council's own source revenue ratio changes substantially from 58% to 83% over the planning period – highlighting the uncertainty for long term planning in a short term political environment where government grant funding does not keep up with real cost increases.

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Figure 13: Unrestricted Current Ratio – Consolidated

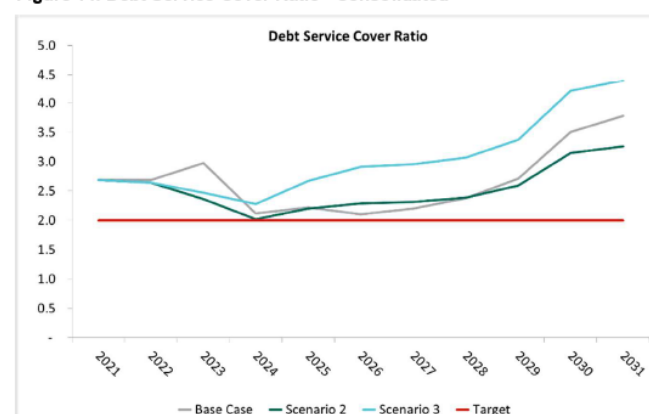


In the base case scenario, the ongoing general fund deficit causes Council to run out of funds during 2025-26.

In scenarios 2 and 3, with additional measures to increase revenue and decrease expenditure, the unrestricted current ratio remains very low until 2027-2028 when the benchmark of 1.5x is reached.

Council will be unable to introduce new projects without further increases to income, and there is an opportunity for further SRVs during the planning period.

Figure 14: Debt Service Cover Ratio - Consolidated



Local government service delivery is asset-intensive. Council is responsible for managing assets with a large value (near \$2b) relative to its annual operating income (\$150m).

Borrowing is generally preferred to provide these assets, both initially when constructed or acquired, and when they need upgrading and replacing - to enable the payment for these principal and interest costs to be spread out over time.

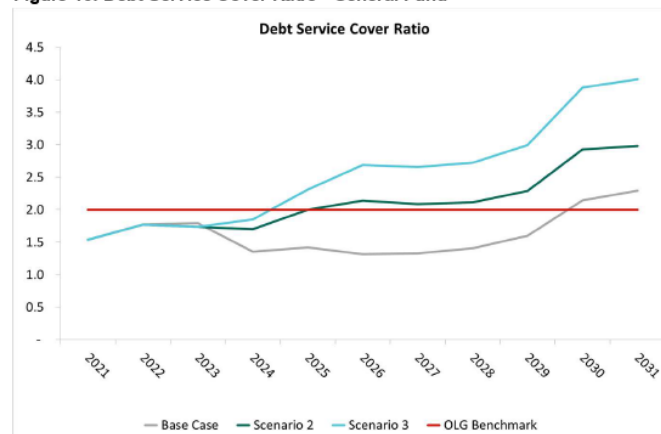
The forecast increase in borrowings is for significant assets including the Queanbeyan Sewage Treatment Plant upgrade, the Queanbeyan Civic and Cultural Precinct, the Monaro streetscape, carparks in Bungendore, Braidwood and Queanbeyan, the new Bungendore Pool and the Queanbeyan Memorial Park.

The Debt Service Cover ratio demonstrates that as a consolidated entity, Council has sufficient operating revenue to service its debts.

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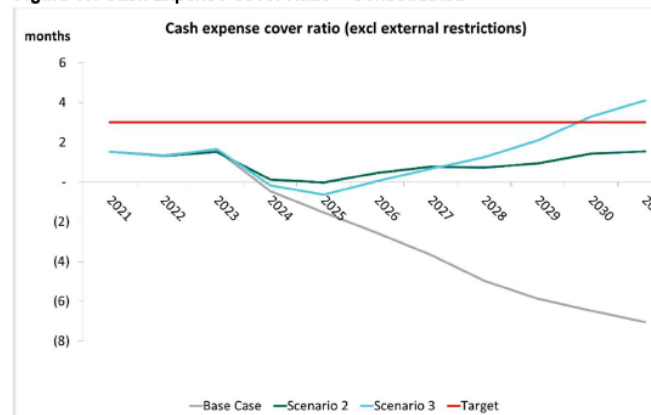
However, at a General Fund level, the Debt Service cover ratio falls below benchmark for 4 years, due to the General Fund deficit position.

Figure 15: Debt Service Cover Ratio - General Fund



Scenarios 2 and 3 include additional revenue measures that will correct the General Fund deficit, and return the Debt Service Cover ratio to benchmark.

Figure 16: Cash Expense Cover Ratio – Consolidated

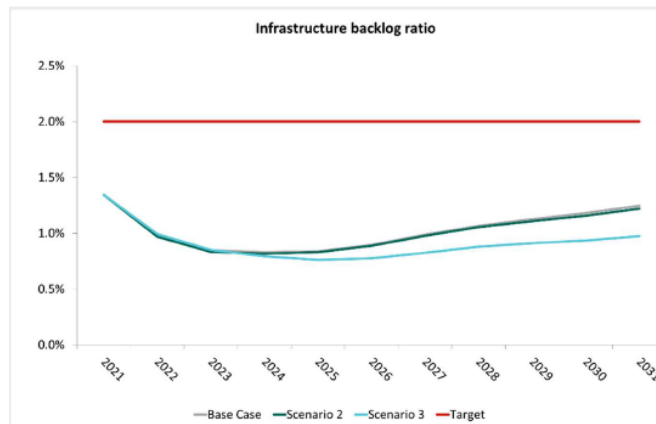


Similar to the unrestricted ratio, this indicator shows an insufficient level of cash and in the Base Case – Council runs out of funds and can't continue to operate.

Scenarios 2 and 3 begin to slowly correct the cash position – but still requires additional cash to meet the Council's targets and reduce financial risk.

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Figure 17: Infrastructure Backlog Ratio - Consolidated

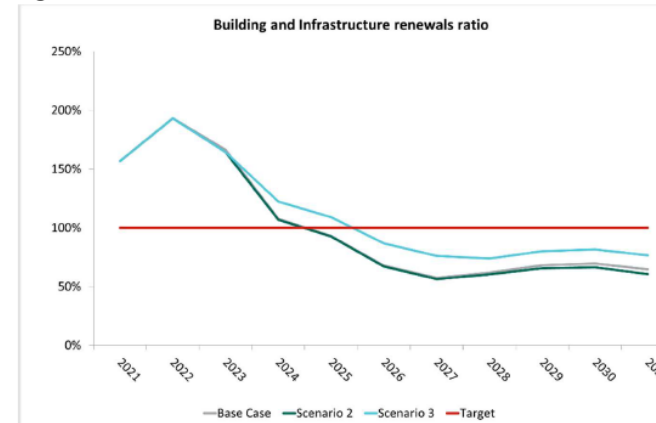


Under the base case and scenario 2, investment in infrastructure renewal is reduced below target levels, infrastructure conditions worsen, and the infrastructure backlog increases over time.

Scenario 3 maintains Council's financial strategy of ongoing investment in community infrastructure so that assets continue to be provided at acceptable levels.

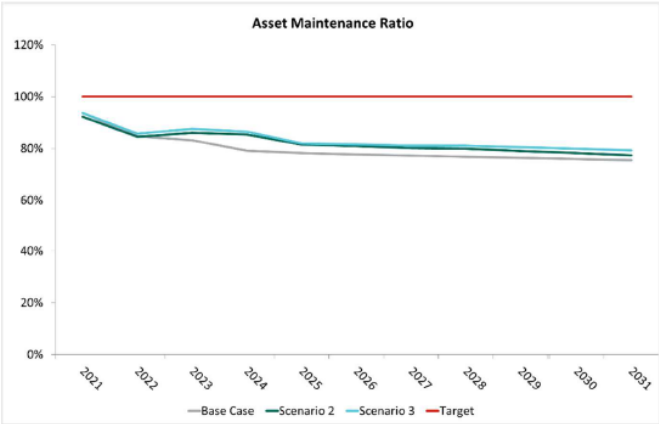
This ratio would be threatened if there was insufficient cash to continue to invest in acceptable levels of maintenance and renewal.

Figure 18: Infrastructure Renewal Ratio – Consolidated



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Figure 19: Infrastructure Maintenance Ratio - Consolidated



Monitoring and Evaluation

Council will review the LTFP each year as part of the development of the annual Operational Plan. The review will include an assessment of the previous year's performance in terms of the accuracy of projections made and whether its financial strategies were followed through.

Evaluation will include reviewing and amending estimates and scenarios to improve the accuracy of the plan over the long term. With each review, Council will continue to monitor its financial performance against the financial sustainability goals and benchmarks, and take consider corrective actions to achieve a financially sustainable position.

Conclusion

The purpose of the LTFP is to inform decision-making and to demonstrate how Council will achieve financial sustainability over the long term. It models the financial outcomes of three scenarios, including SRV options in scenario 2 and 3.

The financial statements appended to the LTFP to set out the financial performance, financial position and cashflows projected for the responsible scenario 3 over the next ten years for the General Fund, Water Fund, Sewer Fund and Consolidated Council position.

Council will review all options for financial sustainability, and will be engaging with the community over the next 12 months about the preferred path forward.

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Appendices

1. Financial Statements

Council's 10 year financial performance projections are provided for each of the General, Water, Sewer and Consolidated Funds. The projected financial statements set out the financial performance, financial position and cash flows over the 10 year period. The format of the statements is standard across NSW Councils and complies with both the accounting and reporting requirements of Australian Accounting Standards and the legislative requirements set down by the Office of Local Government.

2. 10 Year Capital Works Program

Council's 10 year capital works program is reviewed and updated every year in accordance with budget priorities.

Scenario 3 Financial Statements

Income Statement - General Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Income from continuing operations										
Rates and annual charges	53,491	55,198	63,662	73,574	85,223	88,997	92,917	96,987	101,238	105,665
User charges and fees	13,978	14,618	15,815	16,747	17,730	18,779	19,867	20,992	22,183	23,430
Interest and investment revenue	1,811	1,495	1,857	2,025	2,039	2,187	2,338	2,488	2,680	2,921
Other revenues	1,703	1,430	2,087	2,135	2,184	2,234	2,285	2,338	2,392	2,447
Grants and contributions - Operating	42,528	13,886	14,103	14,357	14,618	14,883	15,153	15,429	15,753	16,107
Grants and contributions - Capital	60,053	26,990	25,021	51,371	21,752	22,139	22,536	22,941	22,868	21,920
Net gain from the disposal of assets	20	-	4,114	-	-	-	-	-	-	-
Share of interest in joint ventures	-	-	-	-	-	-	-	-	-	-
Total Income	173,584	113,617	126,658	160,210	143,544	149,219	155,097	161,176	167,114	172,490
Expenses from continuing operations										
Employee benefits and oncosts	36,882	38,820	41,089	42,608	44,226	45,972	47,872	49,848	51,906	54,058
Borrowing costs	3,630	3,990	6,299	6,307	6,293	6,196	5,792	5,376	5,041	4,715
Materials and contracts	56,135	26,440	27,496	29,149	33,379	36,164	38,644	40,973	43,445	45,993
Depreciation and amortisation	22,803	24,171	27,465	29,075	29,991	30,896	31,734	32,790	33,878	35,000
Revaluation decrement / impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	1,984	1,512	1,550	1,585	1,622	1,659	1,697	1,736	1,776	1,817
Net loss from the disposal of assets	-	-	20,000	20,000	20,000	20,000	20,000	-	-	-
Total Expenses	121,434	94,933	123,898	128,724	135,512	140,887	145,739	130,723	136,046	141,584
Net Operating Result	52,150	18,684	2,760	31,486	8,032	8,332	9,358	30,452	31,068	30,905
Net operating result before grants and contributions provided for capital purposes	(7,903)	(8,306)	(22,261)	(19,885)	(13,720)	(13,807)	(13,178)	7,511	8,200	8,986

Statement of Financial Position - General Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current assets										
Cash and investments	80,193	56,500	46,810	45,887	54,007	62,106	70,341	81,446	95,752	109,362
Receivables	16,636	16,258	17,285	19,662	19,622	20,539	21,498	22,493	23,530	24,613
Inventories	406	219	232	237	242	248	253	259	264	270
Other	869	869	869	869	869	869	869	869	869	869
Total current assets	98,105	73,847	65,197	66,656	74,740	83,762	92,961	105,066	120,415	135,114
Non-current assets										
Investments	-	-	-	-	-	-	-	-	-	-
Receivables	66	69	78	88	101	105	110	115	121	126
Inventories	158	158	158	158	158	158	158	158	158	158
Infrastructure, property, plant and equipment	1,609,204	1,766,519	1,839,675	1,929,239	1,972,943	2,015,753	2,054,997	2,115,406	2,177,508	2,241,348
Investment property	-	-	-	-	-	-	-	-	-	-
Intangible assets	6,459	6,459	6,459	6,459	6,459	6,459	6,459	6,459	6,459	6,459
Joint venture investments	-	-	-	-	-	-	-	-	-	-
Total non-current assets	1,615,887	1,773,205	1,846,370	1,935,944	1,979,661	2,022,475	2,061,725	2,122,138	2,184,246	2,248,091
Total Assets	1,713,992	1,847,051	1,911,567	2,002,599	2,054,401	2,106,237	2,154,686	2,227,204	2,304,660	2,383,205
Current liabilities										
Payables	16,671	13,275	12,843	12,256	10,242	9,376	8,407	8,797	9,202	9,622
Income received in advance	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463
Borrowings	8,441	8,515	9,054	9,554	10,087	10,498	9,879	7,099	7,434	7,521
Provisions	13,840	14,563	10,976	9,099	9,437	9,801	10,196	10,607	11,034	11,481
Total current liabilities	59,415	56,817	53,336	51,371	50,228	50,138	48,944	46,965	48,133	49,088
Non-current liabilities										
Payables	-	-	-	-	-	-	-	-	-	-
Borrowings	105,546	142,520	137,465	134,912	131,825	126,328	116,450	109,351	101,916	94,394
Provisions	6,335	6,335	6,335	6,335	6,335	6,335	6,335	6,335	6,335	6,335
Total non-current liabilities	111,881	148,855	143,800	141,247	138,160	132,663	122,785	115,686	108,251	100,729
Total Liabilities	171,295	205,672	197,136	192,618	188,389	182,800	171,729	162,651	156,384	149,817
NET ASSETS	1,542,697	1,641,380	1,714,431	1,809,981	1,866,012	1,923,437	1,982,957	2,064,553	2,148,276	2,233,389
Equity										
Accumulated surplus	1,311,177	1,329,861	1,332,621	1,364,107	1,372,139	1,380,470	1,389,829	1,420,281	1,451,349	1,482,255
Revaluation reserves	231,520	311,518	381,809	445,874	493,874	542,966	593,129	644,273	696,927	751,133
TOTAL EQUITY	1,542,697	1,641,379	1,714,430	1,809,981	1,866,012	1,923,437	1,982,958	2,064,554	2,148,276	2,233,388

Statement of Cash Flows - General Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	53,730	55,088	62,484	73,673	84,414	88,676	92,620	96,682	100,919	105,333
User charges and fees	17,345	15,106	15,966	14,271	18,578	18,183	19,206	20,302	21,465	22,678
Investment revenue and interest	1,811	1,495	1,857	2,025	2,039	2,187	2,338	2,488	2,680	2,921
Grants and contributions	96,454	34,856	26,805	53,132	23,490	23,853	24,224	24,602	24,543	23,632
Other	1,701	1,428	2,078	2,124	2,171	2,229	2,280	2,333	2,386	2,441
<i>Payments:</i>										
Employee benefits and on-costs	(36,288)	(38,097)	(44,676)	(44,485)	(43,888)	(45,608)	(47,477)	(49,438)	(51,478)	(53,611)
Materials and contracts	(56,938)	(29,649)	(27,941)	(29,741)	(35,399)	(37,035)	(39,618)	(40,588)	(43,046)	(45,578)
Borrowing costs	(3,630)	(3,990)	(6,299)	(6,307)	(6,293)	(6,196)	(5,792)	(5,376)	(5,041)	(4,715)
Other	(2,085)	(1,512)	(1,550)	(1,585)	(1,622)	(1,659)	(1,697)	(1,736)	(1,776)	(1,817)
Net cash provided (or used) in operating activities	72,099	34,725	28,723	63,108	43,490	44,630	46,084	49,269	50,653	51,282
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of real estate assets	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	1,120	1,383	8,400	400	400	400	400	400	400	400
Other	-	-	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Purchase of real estate assets	-	-	-	-	-	-	-	-	-	-
Purchase of infrastructure, property, plant & equipment	(118,171)	(96,851)	(42,297)	(62,377)	(33,216)	(31,844)	(27,750)	(28,686)	(29,648)	(30,638)
Other	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used) in investing activities	(117,051)	(95,468)	(33,897)	(61,977)	(32,816)	(31,444)	(27,350)	(28,286)	(29,248)	(30,238)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	47,273	44,481	4,000	7,000	7,000	5,000	-	-	-	-
<i>Payments:</i>										
Loan repayments	(6,818)	(7,431)	(8,515)	(9,054)	(9,554)	(10,087)	(10,498)	(9,879)	(7,099)	(7,434)
Dividends paid	-	-	-	-	-	-	-	-	-	-
Net cash provided (or used) in financing activities	40,455	37,050	(4,515)	(2,054)	(2,554)	(5,087)	(10,498)	(9,879)	(7,099)	(7,434)
Net increase / (decrease) in cash	(4,497)	(23,693)	(9,689)	(923)	8,120	8,099	8,235	11,105	14,306	13,610
Cash at the beginning of the year	84,690	80,193	56,500	46,810	45,887	54,007	62,106	70,341	81,446	95,752
Cash at the end of the year	80,193	56,500	46,810	45,887	54,007	62,106	70,341	81,446	95,752	109,362

Scenario 3 Financial Statements Income Statement - Water Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Income from continuing operations										
Rates and annual charges	7,458	7,790	8,162	8,672	9,095	9,533	9,996	10,467	10,942	11,439
User charges and fees	16,938	17,990	18,891	19,875	20,861	21,888	22,980	24,090	25,212	26,392
Interest and investment revenue	781	385	241	154	71	23	26	46	75	110
Grants and contributions - Capital	-	-	-	-	-	-	-	-	-	-
Total Income	25,177	26,165	27,294	28,701	30,028	31,444	33,003	34,603	36,230	37,942
Expenses from continuing operations										
Employee benefits and oncosts	1,562	1,664	1,744	1,818	1,898	1,980	2,065	2,156	2,249	2,343
Borrowing costs	238	362	348	318	290	274	256	238	219	198
Materials and contracts	19,326	20,245	21,249	22,094	22,944	23,826	24,749	25,678	26,610	27,575
Depreciation and amortisation	2,227	2,445	2,564	2,704	2,804	2,879	2,955	3,032	3,110	3,190
Total Expenses	23,353	24,716	25,906	26,935	27,936	28,959	30,025	31,103	32,187	33,307
Net Operating Result	1,824	1,449	1,388	1,766	2,092	2,484	2,977	3,500	4,043	4,635
Net operating result before grants and contributions provided for capital purposes	1,824	1,449	1,388	1,766	2,092	2,484	2,977	3,500	4,043	4,635

Statement of Financial Position - Water Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current assets										
Cash and investments	29,617	16,048	10,247	4,753	1,524	1,754	3,053	4,996	7,360	11,981
Receivables	6,211	6,471	6,773	7,138	7,502	7,871	8,257	8,661	9,072	9,492
Total current assets	35,828	22,519	17,019	11,890	9,026	9,625	11,310	13,658	16,433	21,473
Non-current assets										
Infrastructure, property, plant and equipment	150,644	175,230	188,217	200,756	209,760	215,889	221,548	227,177	233,029	237,321
Total non-current assets	150,644	175,230	188,217	200,756	209,760	215,889	221,548	227,177	233,029	237,321
Total Assets	186,472	197,749	205,236	212,646	218,786	225,514	232,858	240,834	249,462	258,795
Current liabilities										
Payables	462	482	503	526	548	572	596	621	645	671
Borrowings	270	330	348	366	385	406	427	450	473	417
Provisions	426	454	476	496	518	540	563	588	614	639
Total current liabilities	1,158	1,266	1,327	1,388	1,452	1,518	1,586	1,659	1,732	1,727
Non-current liabilities										
Borrowings	5,515	7,702	7,354	6,988	6,603	6,198	5,771	5,321	4,847	4,431
Provisions	26	26	26	26	26	26	26	26	26	26
Total non-current liabilities	5,541	7,728	7,380	7,014	6,629	6,224	5,797	5,347	4,873	4,457
Total Liabilities	6,699	8,995	8,708	8,402	8,081	7,741	7,383	7,005	6,605	6,184
NET ASSETS	179,773	188,754	196,528	204,244	210,705	217,773	225,475	233,829	242,856	252,611
Equity										
Accumulated surplus	138,673	140,122	140,887	142,015	143,458	145,281	147,586	150,401	153,748	157,677
Revaluation reserves	41,130	48,662	55,671	62,259	67,278	72,522	77,919	83,458	89,137	94,963
TOTAL EQUITY	179,803	188,784	196,559	204,274	210,736	217,803	225,505	233,859	242,886	252,640

Statement of Cash Flows - Water Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	7,416	7,756	8,123	8,619	9,051	9,487	9,948	10,417	10,893	11,387
User charges and fees	16,590	17,765	18,628	19,563	20,541	21,565	22,643	23,735	24,851	26,025
Investment revenue and interest	781	385	241	154	71	23	26	46	75	110
Grants and contributions	(261)	(267)	(273)	(279)	(285)	(292)	(298)	(305)	(312)	(319)
<i>Payments:</i>										
Employee benefits and on-costs	(1,517)	(1,636)	(1,723)	(1,798)	(1,876)	(1,957)	(2,042)	(2,131)	(2,223)	(2,318)
Materials and contracts	(19,276)	(20,225)	(21,228)	(22,072)	(22,921)	(23,803)	(24,725)	(25,653)	(26,585)	(27,549)
Borrowing costs	(238)	(362)	(348)	(318)	(290)	(274)	(256)	(238)	(219)	(198)
Net cash provided (or used) in operating activities	3,495	3,415	3,421	3,869	4,291	4,749	5,296	5,871	6,480	7,139
Cash flows from investing activities										
<i>Payments:</i>										
Purchase of infrastructure, property, plant & equipment	(8,884)	(19,232)	(8,269)	(8,377)	(6,504)	(3,473)	(2,918)	(2,817)	(2,971)	(1,338)
Net cash provided (or used) in investing activities	(8,884)	(19,232)	(8,269)	(8,377)	(6,504)	(3,473)	(2,918)	(2,817)	(2,971)	(1,338)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	1,499	2,518	-	-	-	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(517)	(270)	(330)	(348)	(366)	(385)	(406)	(427)	(450)	(473)
Dividends paid	-	-	(623)	(638)	(649)	(661)	(673)	(685)	(695)	(706)
Net cash provided (or used) in financing activities	982	2,248	(953)	(986)	(1,015)	(1,046)	(1,079)	(1,111)	(1,145)	(1,180)
Net increase / (decrease) in cash	(4,407)	(13,569)	(5,801)	(5,494)	(3,228)	230	1,299	1,943	2,364	4,621
Cash at the beginning of the year	29,660	25,253	11,684	5,883	389	(2,840)	(2,610)	(1,311)	632	2,996
Cash at the end of the year	25,253	11,684	5,883	389	(2,840)	(2,610)	(1,311)	632	2,996	7,617

Scenario 3 Financial Statements Income Statement - Sewer Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Income from continuing operations										
Rates and annual charges	18,687	19,848	21,152	22,580	24,061	25,625	26,855	28,103	29,361	30,679
User charges and fees	1,311	1,370	1,436	1,508	1,580	1,655	1,734	1,814	1,895	1,980
Interest and investment revenue	1,619	547	600	400	206	416	554	706	834	963
Grants and contributions - Capital	-	10,000	10,000	7,500	3,750	-	-	-	-	-
Total Income	21,767	31,918	33,345	32,148	29,762	27,864	29,315	30,799	32,271	33,806
Expenses from continuing operations										
Employee benefits and oncosts	2,702	2,832	3,200	3,356	3,534	3,716	3,908	4,113	4,323	4,537
Borrowing costs	450	597	986	1,143	1,549	1,489	1,425	1,358	1,288	1,215
Materials and contracts	9,653	10,317	11,073	11,596	12,120	12,671	13,250	13,827	14,401	14,996
Depreciation and amortisation	5,277	5,869	6,605	7,219	7,504	7,704	7,913	8,124	8,341	8,612
Total Expenses	18,082	19,614	21,864	23,314	24,707	25,579	26,495	27,422	28,353	29,360
Net Operating Result	3,685	12,304	11,481	8,834	5,055	2,285	2,820	3,377	3,918	4,446
Net operating result before grants and contributions provided for capital purposes	3,685	2,304	1,481	1,334	1,305	2,285	2,820	3,377	3,918	4,446

Statement of Financial Position - Sewer Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current assets										
Cash and investments	15,133	13,070	(263)	(13,206)	801	9,982	20,112	28,651	37,227	43,845
Receivables	2,079	2,203	2,345	2,500	2,662	2,832	2,968	3,106	3,245	3,391
Total current assets	17,212	15,273	2,081	(10,706)	3,463	12,814	23,079	31,757	40,472	47,236
Non-current assets										
Infrastructure, property, plant and equipment	218,410	255,040	300,570	338,875	350,223	352,619	354,580	358,614	363,158	370,180
Total non-current assets	245,365	281,995	327,525	365,830	377,178	379,574	381,535	385,569	390,113	397,135
Total Assets	262,577	297,268	329,606	355,123	380,641	392,389	404,615	417,326	430,585	444,371
Current liabilities										
Payables	199	210	227	240	254	268	283	298	313	329
Borrowings	328	498	868	1,454	1,518	1,584	1,654	1,726	1,802	1,809
Provisions	394	413	467	490	516	543	571	601	631	662
Total current liabilities	921	1,121	1,562	2,184	2,288	2,395	2,508	2,625	2,746	2,801
Non-current liabilities										
Borrowings	6,662	15,832	24,632	28,012	37,744	36,160	34,506	32,780	30,978	29,169
Provisions	21	21	21	21	21	21	21	21	21	21
Total non-current liabilities	6,683	15,853	24,653	28,033	37,765	36,181	34,527	32,801	30,999	29,190
Total Liabilities	7,605	16,975	26,215	30,217	40,053	38,576	37,035	35,426	33,746	31,991
NET ASSETS	254,972	280,294	303,391	324,906	340,588	353,813	367,580	381,900	396,839	412,380
Equity										
Accumulated surplus	256,754	271,221	284,169	295,210	302,452	306,954	311,939	317,427	323,434	329,928
Revaluation reserves	2,735	13,590	23,740	34,214	42,654	51,377	60,160	68,992	77,925	86,971
TOTAL EQUITY	259,489	284,811	307,909	329,424	345,106	358,331	372,099	386,419	401,358	416,899

Statement of Cash Flows - Sewer Fund

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	18,587	19,727	21,016	22,431	23,907	25,462	26,727	27,973	29,230	30,542
User charges and fees	1,319	1,366	1,430	1,501	1,573	1,647	1,726	1,806	1,887	1,972
Investment revenue and interest	1,619	547	600	400	206	416	554	706	834	963
Grants and contributions	1,100	11,547	11,506	9,748	5,981	2,261	2,209	2,156	2,133	2,092
<i>Payments:</i>										
Employee benefits and on-costs	(2,632)	(2,813)	(3,146)	(3,333)	(3,508)	(3,689)	(3,880)	(4,083)	(4,293)	(4,506)
Materials and contracts	(9,649)	(10,306)	(11,056)	(11,583)	(12,107)	(12,657)	(13,235)	(13,812)	(14,386)	(14,981)
Borrowing costs	(450)	(597)	(986)	(1,143)	(1,549)	(1,489)	(1,425)	(1,358)	(1,288)	(1,215)
Net cash provided (or used) in operating activities	10,044	19,626	19,521	18,182	14,668	12,120	12,849	13,564	14,298	15,051
Cash flows from investing activities										
<i>Payments:</i>										
Purchase of infrastructure, property, plant & equipment	(37,885)	(31,028)	(41,356)	(34,405)	(9,755)	(704)	(403)	(2,622)	(3,233)	(5,853)
Net cash provided (or used) in investing activities	(37,885)	(31,028)	(41,356)	(34,405)	(9,755)	(704)	(403)	(2,622)	(3,233)	(5,853)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	-	10,000	10,000	5,000	11,250	-	-	-	-	-
<i>Payments:</i>										
Loan repayments	(532)	(660)	(830)	(1,034)	(1,454)	(1,518)	(1,584)	(1,654)	(1,726)	(1,802)
Dividends paid	-	-	(669)	(685)	(701)	(717)	(733)	(749)	(763)	(778)
Net cash provided (or used) in financing activities	(532)	9,340	8,501	3,280	9,095	(2,235)	(2,317)	(2,403)	(2,490)	(2,580)
Net increase / (decrease) in cash	(28,373)	(2,063)	(13,333)	(12,943)	14,008	9,181	10,129	8,540	8,575	6,618
Cash at the beginning of the year	74,978	46,605	44,542	31,209	18,266	32,273	41,454	51,584	60,123	68,699
Cash at the end of the year	46,605	44,542	31,209	18,266	32,273	41,454	51,584	60,123	68,699	75,317

Scenario 3 Financial Statements

Income Statement - Consolidated

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Income from continuing operations										
Rates and annual charges	79,636	82,837	92,976	104,826	118,379	124,155	129,769	135,557	141,542	147,783
User charges and fees	32,227	33,977	36,141	38,130	40,171	42,321	44,581	46,896	49,291	51,802
Interest and investment revenue	4,211	2,427	1,406	1,256	966	1,249	1,512	1,807	2,131	2,509
Other revenues	1,853	1,583	2,244	2,295	2,348	2,402	2,457	2,514	2,571	2,631
Grants and contributions - Operating	42,528	13,886	14,103	14,357	14,618	14,883	15,153	15,429	15,753	16,107
Grants and contributions - Capital	48,992	27,431	35,021	58,871	25,502	22,139	22,536	22,941	22,868	21,920
Net gain from the disposal of assets	20	-	4,114	-	-	-	-	-	-	-
Total Income	209,467	162,142	186,006	219,736	201,983	207,150	216,009	225,144	234,156	242,753
Expenses from continuing operations										
Employee benefits and oncosts	41,145	43,316	46,033	47,782	49,658	51,668	53,844	56,117	58,477	60,938
Borrowing costs	4,318	4,949	7,633	7,767	8,133	7,958	7,473	6,972	6,547	6,128
Materials and contracts	85,114	57,002	59,818	62,840	68,443	72,661	76,642	80,478	84,456	88,564
Depreciation and amortisation	30,307	32,485	36,634	38,998	40,299	41,479	42,602	43,945	45,329	46,803
Other expenses	1,984	1,512	1,550	1,585	1,622	1,659	1,697	1,736	1,776	1,817
Net loss from the disposal of assets	-	-	20,000	20,000	20,000	20,000	20,000	-	-	-
Total Expenses	162,868	139,264	171,668	178,973	188,155	195,426	202,259	189,248	196,586	204,251
Net Operating Result	46,599	22,878	14,338	40,763	13,828	11,724	13,750	35,895	37,570	38,502
Net operating result before grants and contributions provided for capital purposes	(2,393)	(4,553)	(20,683)	(18,108)	(11,674)	(10,415)	(8,787)	12,954	14,702	16,582

Statement of Financial Position - Consolidated

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Current assets										
Cash and investments	113,067	73,742	44,918	25,558	44,457	61,966	81,630	103,217	128,463	153,312
Receivables	24,926	24,932	26,403	29,300	29,786	31,242	32,722	34,260	35,847	37,496
Inventories	406	219	232	237	242	248	253	259	264	270
Other	869	869	869	869	869	869	869	869	869	869
Total current assets	139,268	99,763	72,422	55,964	75,354	94,325	115,475	138,605	165,443	191,947
Non-current assets										
Receivables	66	69	78	88	101	105	110	115	121	126
Inventories	158	158	158	158	158	158	158	158	158	158
Infrastructure, property, plant and equipment	1,978,258	2,196,789	2,328,462	2,468,869	2,532,926	2,584,261	2,631,125	2,701,196	2,773,695	2,848,849
Intangible assets	6,459	6,459	6,459	6,459	6,459	6,459	6,459	6,459	6,459	6,459
Total non-current assets	2,023,773	2,242,307	2,373,989	2,514,406	2,578,476	2,629,816	2,676,685	2,746,761	2,819,265	2,894,424
Total Assets	2,163,042	2,342,070	2,446,410	2,570,370	2,653,830	2,724,141	2,792,159	2,885,366	2,984,708	3,086,372
Current liabilities										
Payables	17,332	13,967	13,573	13,022	11,044	10,216	9,286	9,716	10,161	10,622
Income received in advance	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463	20,463
Borrowings	9,038	9,343	10,270	11,374	11,991	12,488	11,959	9,275	9,709	9,747
Provisions	14,661	15,431	11,919	10,085	10,471	10,883	11,330	11,795	12,279	12,783
Total current liabilities	61,494	59,204	56,225	54,943	53,968	54,050	53,038	51,249	52,612	53,615
Non-current liabilities										
Borrowings	117,723	166,054	169,452	169,913	176,173	168,685	156,727	147,452	137,742	127,994
Provisions	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382	6,382
Total non-current liabilities	124,105	172,436	175,834	176,295	182,555	175,067	163,109	153,834	144,124	134,376
Total Liabilities	185,599	231,641	232,059	231,238	236,523	229,117	216,146	205,082	196,735	187,991
NET ASSETS	1,977,443	2,110,429	2,214,351	2,339,132	2,417,307	2,495,023	2,576,013	2,680,283	2,787,973	2,898,381
Equity										
Accumulated surplus	1,706,605	1,741,204	1,757,677	1,801,332	1,818,049	1,832,706	1,849,354	1,888,109	1,928,531	1,969,860
Revaluation reserves	275,385	373,770	461,220	542,347	603,805	666,865	731,208	796,722	863,989	933,067
TOTAL EQUITY	1,981,990	2,114,975	2,218,897	2,343,679	2,421,854	2,499,571	2,580,561	2,684,831	2,792,520	2,902,927

Statement of Cash Flows - Consolidated

Scenario 3	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Cash flows from operating activities										
<i>Receipts:</i>										
Rates and annual charges	79,276	82,309	92,746	105,263	118,081	123,791	129,384	135,161	141,135	147,359
User charges and fees	35,711	34,499	34,901	34,796	39,983	41,230	43,486	45,754	48,111	50,578
Investment revenue and interest	4,211	2,427	1,406	1,256	966	1,249	1,512	1,807	2,131	2,509
Grants and contributions	98,378	46,136	38,038	62,601	29,185	25,822	26,135	26,454	26,364	25,405
Other	1,851	1,581	2,235	2,284	2,335	2,397	2,452	2,509	2,566	2,625
<i>Payments:</i>										
Employee benefits and on-costs	(40,437)	(42,546)	(49,545)	(49,617)	(49,272)	(51,255)	(53,398)	(55,652)	(57,994)	(60,435)
Materials and contracts	(85,863)	(60,180)	(60,225)	(63,395)	(70,426)	(73,495)	(77,578)	(80,053)	(84,017)	(88,108)
Borrowing costs	(4,318)	(4,949)	(7,633)	(7,767)	(8,133)	(7,958)	(7,473)	(6,972)	(6,547)	(6,128)
Other	(2,085)	(1,512)	(1,550)	(1,585)	(1,622)	(1,659)	(1,697)	(1,736)	(1,776)	(1,817)
Net cash provided (or used) in operating activities	86,723	57,766	50,373	83,836	61,097	60,121	62,823	67,271	69,972	71,988
Cash flows from investing activities										
<i>Receipts:</i>										
Sale of infrastructure, property, plant and equipment	1,120	1,383	8,400	400	400	400	400	400	400	400
<i>Payments:</i>										
Purchase of infrastructure, property, plant & equipment	(164,940)	(147,112)	(91,922)	(105,159)	(49,475)	(36,021)	(31,071)	(34,124)	(35,852)	(37,829)
Net cash provided (or used) in investing activities	(163,820)	(145,729)	(83,522)	(104,759)	(49,075)	(35,621)	(30,671)	(33,724)	(35,452)	(37,429)
Cash flows from financing activities										
<i>Receipts:</i>										
New loans	48,772	56,999	14,000	12,000	18,250	5,000	-	-	-	-
<i>Payments:</i>										
Loan repayments	(7,867)	(8,361)	(9,676)	(10,437)	(11,374)	(11,991)	(12,488)	(11,959)	(9,275)	(9,709)
Net cash provided (or used) in financing activities	40,905	48,638	4,324	1,563	6,876	(6,991)	(12,488)	(11,959)	(9,275)	(9,709)
Net increase / (decrease) in cash	(36,192)	(39,325)	(28,824)	(19,360)	18,899	17,509	19,664	21,587	25,245	24,850
Cash at the beginning of the year	188,091	151,899	112,574	83,750	64,390	83,289	100,798	120,462	142,049	167,295
Cash at the end of the year	151,899	112,574	83,750	64,390	83,289	100,798	120,462	142,049	167,295	192,144



LTFP Capital Report by Program
for the Proposed 2022/23 Draft PJ Budget

Date Report Run: 20-May-2022

Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
		\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
	General Fund											
104073	The Q (Performing Arts)											
	QBN- The Q Performing Arts - Fire System	392,423	0	0	0	0	0	0	0	0	0	0
	Total The Q (Performing Arts)	392,423	0	0	0	0	0	0	0	0	0	0
	Community Gathering											
100884	QBN - Bicentennial Hall Ongoing Refurbishment	20,000	0	0	0	0	0	0	0	0	0	0
100959	QBN - Upgrade Bicentennial Hall - RCF Stage 1 & 2	238,606	0	0	0	0	0	0	0	0	0	0
	Total Community Gathering	258,606	0	0	0	0	0	0	0	0	0	0
	Events											
100521	Honour Walk	0	0	0	0	84,000	0	0	0	0	0	0
	Total Events	0	0	0	0	84,000	0	0	0	0	0	0
	Library											
100749	Library Purchases Books and Non Books	80,000	81,440	81,847	82,265	82,692	83,131	83,580	84,041	84,513	84,997	85,494
100991	QBN - Creating welcoming community space	80,729	0	0	0	0	0	0	0	0	0	0
104020	QBN - Refurbishment of Library Activity Room	8,424	0	0	0	0	0	0	0	0	0	0
104095	QPR - Updating RFID Technologies	3,780	0	0	0	0	0	0	0	0	0	0
	Total Library	172,933	81,440	81,847	82,265	82,692	83,131	83,580	84,041	84,513	84,997	85,494
	Aquatic											
100681	Stronger Communities \$9m - Eastern Pools	86,320	0	0	0	0	0	0	0	0	0	0
100698	Stronger Communities \$9m – Aquatic Centre paint and restore	30,000	0	0	0	0	0	0	0	0	0	0
100966	QBN - Aquatic Centre Capital Enhancement	36,400	62,400	63,960	65,559	67,198	68,878	70,600	72,365	74,174	76,028	77,929
104105	BWD - Pool Upgrade	1,009,577	957,576	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443
104291	QBN Aquatic Centre HVAC/ Boiler replacement	287,557	0	0	0	0	0	0	0	0	0	0
104374	New Bungendore Pool	0	8,000,000	2,000,000	0	0	0	0	0	0	0	0
104453	QBN-Aquatics Centre Upgrade to Change Rooms - SCCF Round 3	58,795	230,980	0	0	0	0	0	0	0	0	0
104663	Capitains Flat Pool leak rectification	0	62,400	2,460	2,522	2,585	2,649	2,715	2,783	2,853	2,924	2,997
105010	Swimming Pools and Open Space Asset Renewal	0	0	0	1,612,000	1,645,000	1,682,000	1,721,000	1,761,000	1,801,000	1,841,000	1,881,000
	Total Aquatic	1,508,649	9,313,356	2,117,670	1,732,612	1,768,627	1,808,718	1,850,886	1,894,133	1,937,461	1,980,873	2,024,369
	Sporting Fields											
100184	QPR - Regional Sports Complex - Stage 1 and 2	8,027,000	14,998,000	0	30,000,000	0	0	0	0	0	0	0
100557	Braidwood Recreation Ground Construction	260,000	0	0	0	0	0	0	0	0	0	0
100692	Stronger Communities \$9m–Bungendore sports hub Stage 1	869,779	0	0	0	0	0	0	0	0	0	0
104615	Karabar Netball Courts Change Rooms	541,889	0	0	0	0	0	0	0	0	0	0
	Total Sporting Fields	9,698,668	14,998,000	0	30,000,000	0	0	0	0	0	0	0
	Economic											
100177	QBN - CBD Improvements - Stage 2	16,905	0	0	0	0	0	0	0	0	0	0
100894	QBN - Monaro St (Low to Crawford)	15,129,949	0	0	0	0	0	0	0	0	0	0
104089	Smart City Working Group Projects	80,478	0	0	0	0	0	0	0	0	0	0
104092	QBN - City of Champions Walk	1,000,000	1,000,000	1,000,000	0	0	0	0	0	0	0	0
104107	QBN - South Jerrabomberra Northern Entry Road	9,285,000	0	0	0	0	0	0	0	0	0	0

9.10 Draft Resourcing Strategy
Attachment 3 - Draft Long Term Financial Plan 2022-32 (Continued)

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LTFP Capital Report by Program
for the Proposed 2022/23 Draft PJ Budget

Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
104349	QBN Stormwater infrastructure for South Jerra Innovation & S	104,000	0	0	0	0	0	0	0	0	0	0
104562	QBN - Monaro Lanes upgrade - 'Your High Street program'	404,561	0	0	0	0	0	0	0	0	0	0
	Total Economic	26,020,893	1,000,000	1,000,000	0	0	0	0	0	0	0	0
	Saleyards											
100944	Braidwood Saleyards Upgrades	40,000	20,000	20,500	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,977
	Total Saleyards	40,000	20,000	20,500	21,013	21,538	22,076	22,628	23,194	23,774	24,368	24,977
	Cemetery											
760502	QPR - Memorial Park Development Capital	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
	Total Cemetery	0	2,000,000	2,000,000	0	0	0	0	0	0	0	0
	Parks & Reserves (including Showgrounds)											
100285	QBN - Showground Pavilion & Storage	615,001	0	0	0	0	0	0	0	0	0	0
100891	QBN - Showground buildings refurb	200,000	0	0	0	0	0	0	0	0	0	0
104245	BWD - Braidwood Recreation Ground Drainage channel.	156,000	0	0	0	0	0	0	0	0	0	0
104337	Install Front entrance Signs for Fernleigh Park	14,607	0	0	0	0	0	0	0	0	0	0
104369	BWD - Skate Park - LRCI Funding	8,363	0	0	0	0	0	0	0	0	0	0
104495	BWD-Upgrade and installation of lighting Braidwood Showground	489,875	0	0	0	0	0	0	0	0	0	0
104496	BWD-Upgrade of electrical supply at Braidwood Showground	249,402	0	0	0	0	0	0	0	0	0	0
104573	BLERF - Bungendore Playground	998,185	0	0	0	0	0	0	0	0	0	0
104658	Nerriga Recreation Area and Main Street upgrade BSB000388	0	711,500	0	0	0	0	0	0	0	0	0
	Total Parks & Reserves (including Showgrounds)	2,731,433	711,500	0	0	0	0	0	0	0	0	0
	Public Amenities											
104598	QBN - Women's Change rooms at Freebody Oval	440,440	440,440	0	0	0	0	0	0	0	0	0
	Total Public Amenities	440,440	440,440	0	0	0	0	0	0	0	0	0
	Roads											
100133	QBN - Old Cooma Road Stage 2 - Googong Rd - ELP	3,240	0	0	0	0	0	0	0	0	0	0
100150	QBN - Ellerton Drive Extension	7,488	0	0	0	0	0	0	0	0	0	0
100701	Stronger Communities \$9m - Lascelles Street upgrade B'wood	1,169,855	0	0	0	0	0	0	0	0	0	0
101002	Local Roads Renewal	2,012,774	2,044,240	2,095,346	2,147,729	2,201,422	2,256,458	2,312,869	2,370,691	2,429,958	2,490,707	2,552,975
101004	Local Road - Resheeting Program	520,000	520,000	531,600	543,465	555,601	568,014	580,710	593,698	606,982	620,570	634,470
101013	QPR - Road to Recovery Budget Only - Capital	0	1,588,816	1,793,816	1,830,718	1,868,383	1,906,827	1,946,068	1,986,121	2,027,003	2,068,731	249,772
101067	BWD - Saleyards Lane Reseal	250,000	0	0	0	0	0	0	0	0	0	0
101219	QBN - Burra S bends	30,000	0	0	0	0	0	0	0	0	0	0
101296	QBN-Blackspot-Crawford,Antill & Erin Intersection Safety Up	688,793	0	0	0	0	0	0	0	0	0	0
101297	BGD - Rehab Tarago Road Between Mt Fairy and Goulburn	1,040,000	0	0	0	0	0	0	0	0	0	0
101300	Local Roads Rehabilitation	1,175,226	1,591,226	1,630,429	1,670,602	1,711,768	1,753,953	1,797,182	1,841,480	1,886,874	1,933,392	1,981,061
101459	QBN- Dunn's Creek Road -Design and Land acquisition	5,000,000	5,000,000	11,980,000	5,000,000	0	0	0	0	0	0	0
101654	R2R - FLR 20/21 Majors Creek Road - Stabilisation	1,466,790	0	0	0	0	0	0	0	0	0	0
101662	Sealing of Roads in Captains Flat Due to Lead Contamination	187,821	0	0	0	0	0	0	0	0	0	0

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Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
101664	R2R 21/22 Araluen Road -	450,000	0	0	0	0	0	0	0	0	0	0
101665	R2R 21/22 Bombay Road	320,000	0	0	0	0	0	0	0	0	0	0
101666	R2R 21/22 Bungendore Road	307,909	0	0	0	0	0	0	0	0	0	0
101667	R2R 21/22 Burra Road	450,000	0	0	0	0	0	0	0	0	0	0
101727	BWD - Wallace Street pavement(Kings Highway – East)	80,000	0	0	0	0	0	0	0	0	0	0
102006	CFL - MR270 - Captains Flat Rd - Capital	0	126,519	126,682	126,849	127,020	127,196	127,376	127,560	127,749	127,943	128,141
102012	BWD - Cooma Rd/Krawaree Rd - Capital	0	278,720	279,420	280,138	280,873	281,627	282,399	283,191	284,003	284,835	285,688
102062	BWD - MR92 Section 1 - Construct & Seal - Grants Nerrie Rd	34,383	0	0	0	0	0	0	0	0	0	0
102064	MR92 Section 3 - Construct & Seal - Ningeemible Project	3,961,863	0	0	0	0	0	0	0	0	0	0
102065	BWD-MR92 Section 4-Reconstruct widen & seal- Durrant Durra PJ	1,714,414	0	0	0	0	0	0	0	0	0	0
102073	BWD-MR270 Cooma Road RRRP 19/20 Jinglemoney Rd to O'Briens	777,004	0	0	0	0	0	0	0	0	0	0
102076	BGD - Roundabout on Malbon St	2,235,413	0	0	0	0	0	0	0	0	0	0
102088	MR92 Section 18 – Construct Intersection with MR51	637,523	0	0	0	0	0	0	0	0	0	0
102098	CFL - Captains Flat Road Reconstruction \$10M	3,000,000	3,000,000	3,000,000	0	0	0	0	0	0	0	0
102113	BWD – Cooma Road - Brick Kiln Bridge Replacement	1,364,000	0	0	0	0	0	0	0	0	0	0
104248	QBN - Safer Roadst - OCR/Railway Crossing Curve Upgrades	24,526	0	0	0	0	0	0	0	0	0	0
104249	BWD - Safer Roads - Araluen rd – Corridor Safety Treatme	9,821	0	0	0	0	0	0	0	0	0	0
104365	BGD - Butmaroo St Seal - LRCI funding	5,833	0	0	0	0	0	0	0	0	0	0
104366	BGD - Majara Street Seal - LRCI funding	7,575	0	0	0	0	0	0	0	0	0	0
104368	QBN - Williamsdale Road Seal - LRCI Funding	610,303	0	0	0	0	0	0	0	0	0	0
104516	BGD - Hoskinstown road - LRCI- Phase 2	699,955	0	0	0	0	0	0	0	0	0	0
104519	QBN - Williamsdale Rd Extend Seal - LRCI- Phase 2	2,769,499	0	0	0	0	0	0	0	0	0	0
104552	DRFA Floor Damage Feb 2020 - Little Bombay Road Bridge	70,660	0	0	0	0	0	0	0	0	0	0
	Total Roads	33,082,667	14,149,520	21,437,293	11,599,500	6,745,068	6,894,075	7,046,605	7,202,741	7,362,570	7,526,179	5,832,107
	Bridges											
104160	BGD - Gidleigh Lane – Gidleigh Bridge Replacement	214,240	0	0	0	0	0	0	0	0	0	0
104161	BWD - Mayfield Road – Reedy Creek Bridge Replacement	1,099,020	0	0	0	0	0	0	0	0	0	0
104513	CFL - Foxlow St - Molonglo River Bridge Replacement - FCB	924,000	0	0	0	0	0	0	0	0	0	0
104514	BWD - Wallaces Gap Rd - Back Creek Bridge Replacement - FCB	939,840	0	0	0	0	0	0	0	0	0	0
104515	BWD - River Forest Rd-Mongarlowe River Bridge Replacement FCB	781,440	0	0	0	0	0	0	0	0	0	0
104517	BGD - Bridge over Halfway Creek - LRCI Phase 2	649,409	0	0	0	0	0	0	0	0	0	0
104518	QBN - NER - Bindi Brook Causeway - LRCI - Phase 2	599,725	0	0	0	0	0	0	0	0	0	0
104553	DRFA Fire Damage Nov 2019-Monga Lane Bridge (Lvons Bridge)	40,551	0	0	0	0	0	0	0	0	0	0
105013	Bridges Renewal	0	0	759,000	774,000	789,000	808,000	826,000	845,000	865,000	885,000	905,000
	Total Bridges	5,248,226	0	759,000	774,000	789,000	808,000	826,000	845,000	865,000	885,000	905,000

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Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Traffic/Safety												
104247	QBN - Rosa St School Pedestrian - Upgrade	26,000	0	0	0	0	0	0	0	0	0	0
104250	QBN - Cooma st / Glebe Avenue Pedestrian Safety Upgrade	62,400	0	0	0	0	0	0	0	0	0	0
104455	QPRC - 2019-21 CPTIGS Bus Shelter Installation	103,400	0	0	0	0	0	0	0	0	0	0
104506	BWD - Shared path Wallace St to Services Club	198,224	0	0	0	0	0	0	0	0	0	0
104507	BWD - Shared Path Duncan St to Wallace St and Monkitee St	125,008	0	0	0	0	0	0	0	0	0	0
104508	BWD - Footpath Elrington St between Wilson St and Duncan St	34,944	0	0	0	0	0	0	0	0	0	0
104596	QBN AGBSP - Collett St and Antill Intersection Upgrade	69,203	0	0	0	0	0	0	0	0	0	0
104597	AGBSP - Captains Flat Rd - High-Risk Curve Safety	302,437	0	0	0	0	0	0	0	0	0	0
104645	RSOP - Pedestrian Refuge Lascelles-Monkitee Braidwood	0	282,122	32,800	33,620	34,461	35,322	36,205	37,110	38,038	38,989	39,964
104646	RSOP - Pedestrian Refuge Lascelles-Elrington Braidwood	0	311,220	32,800	33,620	34,461	35,322	36,205	37,110	38,038	38,989	39,964
105012	Footpaths Renewal	0	0	406,000	414,000	423,000	433,000	443,000	453,000	463,000	473,000	483,000
Total Traffic/Safety		921,616	593,342	471,600	481,240	491,921	503,644	515,410	527,220	539,076	550,978	562,927
Parking												
100856	QBN-Morisset carpark and public domain	0	0	0	7,000,000	7,000,000	0	0	0	0	0	0
100861	BGD - car park off Ellendon St	1,063,920	60,000	61,500	63,038	64,613	66,229	67,885	69,582	71,321	73,104	74,932
100862	BWD - Carpark Wallace St	852,800	0	0	0	0	0	0	0	0	0	0
104538	QBN - Crawford Street Carpark Upgrade- CBD Stage 6	0	0	0	0	0	5,000,000	0	0	0	0	0
Total Parking		1,916,720	60,000	61,500	7,063,038	7,064,613	5,066,229	67,885	69,582	71,321	73,104	74,932
Stormwater												
104498	Maslin Place drainage	1,040	0	0	0	0	0	0	0	0	0	0
105014	Stormwater Renewal	0	0	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0
700031	QBN - Stormwater Improvement Program	36,578	0	0	0	0	0	0	0	0	0	0
Total Stormwater		37,618	0	0	1,000,000	0	1,000,000	0	1,000,000	0	1,000,000	0
Buildings												
100225	Council Chambers Interior Refurbishment - Building	0	0	41,600	0	0	0	0	0	0	0	0
100265	QBN Civic & Cultural Precinct	21,089,365	48,144,601	0	0	0	0	0	0	0	0	0
100964	QBN - Museum - Refurbishment	0	25,000	0	0	0	0	0	0	0	0	0
100972	BWD - Office Refurbish & Smart Hub	260,000	0	0	0	0	0	0	0	0	0	0
104064	QBN - Letchworth Community Centre - Refurbish toilets	0	40,000	0	0	0	0	0	0	0	0	0
104065	QBN - Jerrabomberra CC - Capital Property Improvements	0	20,800	41,600	0	0	0	0	0	0	0	0
104077	CFL - Hall Replace Leaking Roof	41,143	0	0	0	0	0	0	0	0	0	0
104087	QBN- Construction of Gogong Sub-Depot - Parks	196,612	0	0	0	0	0	0	0	0	0	0
104093	BGD - Depot Replacement	0	0	0	3,000,000	0	0	0	0	0	0	0
104155	BGD - Depot Washbay Construction	28,264	0	0	0	0	0	0	0	0	0	0
104156	BWD - Depot Washbay Construction	29,778	0	0	0	0	0	0	0	0	0	0
104290	QBN Depot - Fire services compliance works	62,400	0	0	0	0	0	0	0	0	0	0
104299	BWD Depot - Security gates and repair to workshop	0	50,000	0	0	0	0	0	0	0	0	0
104300	BGD Depot - Install security gates	0	52,000	0	0	0	0	0	0	0	0	0
104458	BGD - Bungendore Office Relocation	4,860,960	0	0	0	0	0	0	0	0	0	0

9.10 Draft Resourcing Strategy
Attachment 3 - Draft Long Term Financial Plan 2022-32 (Continued)

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Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
104574	BLERF - QPRC Araluen Campground Fire affected	781,560	0	0	0	0	0	0	0	0	0	0
105011	Building Renewal	0	0	0	3,813,000	3,876,000	3,969,000	4,064,000	4,161,000	4,261,000	4,361,000	4,461,000
	Total Buildings	27,350,082	48,332,401	83,200	6,813,000	3,876,000	3,969,000	4,064,000	4,161,000	4,261,000	4,361,000	4,461,000
	Security											
100359	QPR - Security Project - Access Control and key replacement	93,766	153,000	156,817	160,729	164,739	168,849	173,061	177,379	181,804	186,340	190,989
104655	Mountain Road Nursery - New Impound Yard, Fencing, CCTV	0	0	1,060,800	0	0	0	0	0	0	0	0
	Total Security	93,766	153,000	1,217,617	160,729	164,739	168,849	173,061	177,379	181,804	186,340	190,989
	Emergency											
104169	BGD - Mulloon RFS Station – Design and Construction	727,704	0	0	0	0	0	0	0	0	0	0
104212	Bungendore Flood Risk Management Implementation Measure 1	73,707	0	0	0	0	0	0	0	0	0	0
104576	QPR - Emergency Operations Centres Upgrade	131,465	0	0	0	0	0	0	0	0	0	0
	Total Emergency	932,876	0	0	0	0	0	0	0	0	0	0
	Plant/Fleet											
800000	QPRC Plant Purchases	3,000,000	0	0	0	0	0	0	0	0	0	0
800010	Plant Replacement Program	1,000,000	3,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Total Plant/Fleet	4,000,000	3,500,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
	Network											
100122	Computer Hardware Replacement Program	70,000	70,000	71,750	73,544	75,382	77,267	79,199	81,179	83,208	85,288	87,420
100168	Network Hardware Replacement Program	90,000	90,000	92,250	94,556	96,920	99,343	101,827	104,372	106,982	109,656	112,398
	Total Network	160,000	160,000	164,000	168,100	172,303	176,610	181,025	185,551	190,190	194,944	199,818
	Applications											
104116	QPR - Facilities booking system	15,044	0	0	0	0	0	0	0	0	0	0
	Total Applications	15,044	0	0	0	0	0	0	0	0	0	0
	Legal											
104604	Land Sale 289 Badgery Road, Burra NSW 2620 (Lot 32 DP 24804)	6,240	0	0	0	0	0	0	0	0	0	0
	Total Legal	6,240	0	0	0	0	0	0	0	0	0	0
Total Entity	General Fund	115,028,900	95,513,000	31,414,227	61,895,496	23,260,501	22,500,332	16,831,080	18,169,841	17,516,709	18,867,784	16,361,614
	Palerang General Waste											
	Waste Infrastructure											
100548	BGD - Bungendore Landfill Reinstatement	2,392,000	0	0	0	0	0	0	0	0	0	0
710035	Nerriga Waste Transfer Station	500,000	260,000	0	0	0	0	0	0	0	0	0
710036	Braidwood Landfill reinstatement	250,000	260,000	1,200,000	0	0	0	0	0	0	0	0
	Total Waste Infrastructure	3,142,000	520,000	1,200,000	0	0	0	0	0	0	0	0
Total Entity	Palerang General Waste	3,142,000	520,000	1,200,000	0	0	0	0	0	0	0	0
	Water Fund											
	Water Operations											
100148	QBN - Water Telemetry - Radio Up/Gs	0	104,000	106,600	109,265	111,997	114,797	117,666	120,608	123,623	126,714	129,882
	Total Water Operations	0	104,000	106,600	109,265	111,997	114,797	117,666	120,608	123,623	126,714	129,882
	Water Infrastructure											
700167	QBN - Water connections – Queanbeyan	77,492	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
700193	QBN - Mains	781,248	2,340,000	2,342,250	2,344,556	2,346,920	2,349,343	2,351,827	2,354,372	2,356,982	2,359,656	2,362,398
700226	QBN - Water Connection Jerra Business Park	1,414,264	0	0	0	0	0	0	0	0	0	0

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Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
700278	QBN - Ross Road Water Main (Uriarra Rd to Surveyor St)	53,040	0	0	0	0	0	0	0	0	0	0
	Total Water Infrastructure	2,326,044	2,410,000	2,412,250	2,414,556	2,416,920	2,419,343	2,421,827	2,424,372	2,426,982	2,429,656	2,432,398
Total Entity	Water Fund	2,326,044	2,514,000	2,518,850	2,523,821	2,528,917	2,534,140	2,539,493	2,544,981	2,550,605	2,556,370	2,562,279
	Palerang Water Fund											
	Water Operations											
700042	Currandooly WTP MKII	419,150	260,000	0	0	0	0	0	0	0	0	0
700129	Replace membranes _WTP	0	67,600	69,290	71,022	72,798	74,618	76,483	78,395	80,355	82,364	84,423
700191	BGD - Water Treatment Plant Upgrade	460,701	7,362,451	5,200,000	322,400	0	750,880	0	74,880	0	0	0
700223	QPRC-Palerang Water Telemetry Upgrade	0	0	10,400	10,400	10,400	10,400	14,520	10,400	10,400	10,400	10,400
700288	BWD - Water Treatment Plant renewal	0	0	310,000	0	0	0	0	0	0	0	0
700289	CFL - Water Treatment Plant renewal	0	104,000	0	0	0	0	0	0	155,000	0	0
	Total Water Operations	879,851	7,794,051	5,589,690	403,822	83,198	835,898	91,003	163,675	245,755	92,764	94,823
	Water Infrastructure											
700036	Jim Gray Bore	376,690	281,320	0	0	0	0	0	0	0	0	0
700037	Bungendore East Bore	493,170	257,400	0	0	0	0	0	0	0	0	0
700038	Currandooly Clear Water delivery main	689,000	2,080,000	0	0	0	0	0	0	0	0	0
700039	Days Hill Water Pump Station	1,948,294	1,471,244	0	0	0	0	0	0	0	0	0
700040	North Elmslea Reservoir	1,884,610	1,853,410	0	0	0	0	0	0	0	0	0
700041	North Elmslea Pressure Pump Station	0	1,768,000	0	0	0	0	0	0	0	0	0
700043	Shoalhaven Pump station and rising main	0	104,000	0	0	0	0	0	0	0	0	0
700166	QPR - Water connections – Palerang	26,042	30,000	52,926	54,440	55,829	57,254	58,714	60,211	61,745	63,318	64,929
700181	QPR - Water Meter Replacement Program	0	0	56,160	57,732	59,176	60,655	62,172	63,726	65,319	66,952	68,626
700192	BGD - Reservoir 2021-22	86,226	0	0	0	0	0	0	0	0	0	0
700198	QPR - Palerang - Water Mains	0	312,000	64,480	0	64,480	0	64,480	0	64,480	0	81,000
700285	QPR - Palerang Water Development for Greenfield	0	780,000	0	5,200,000	3,307,200	0	117,520	0	0	0	0
700286	CFL - Dam stress testing and upgrading	0	0	0	0	268,320	0	0	0	0	0	128,960
700287	QPRC - Palerang Water Pump Stations Upgrades	0	10,400	10,400	161,200	161,200	10,400	10,400	10,400	10,400	10,400	10,400
700290	Water Main Replacement Lascelles Street	174,141	0	0	0	0	0	0	0	0	0	0
	Total Water Infrastructure	5,678,173	8,947,774	183,966	5,473,373	3,916,205	128,309	313,286	134,337	201,944	140,670	353,915
Total Entity	Palerang Water Fund	6,558,024	16,741,826	5,773,656	5,877,195	3,999,403	964,207	404,289	298,012	447,699	233,434	448,738
	Sewer Fund											
	Sewer Operations											
100119	QBN - Googong Water Recycling Plant	208,000	50,000	51,250	52,531	53,845	55,191	56,570	57,985	59,434	60,920	62,443
100123	QBN - Sewage Treatment Plant Upgrade	31,403,613	30,000,000	30,355,782	30,000,000	9,125,808	0	0	0	0	0	0
700202	QBN - Telemetry	52,083	104,000	10,400	10,400	14,520	10,400	10,400	10,400	10,400	14,520	10,400
700260	QBN - Googong WRP replacement membranes MOS1	0	0	0	228,800	0	0	228,800	0	0	228,800	0
700280	QBN - QSTP pond embankment drainage filter	354,155	0	0	0	0	0	0	0	0	0	0
	Total Sewer Operations	32,017,852	30,154,000	30,417,432	30,291,731	9,194,172	65,591	295,770	68,385	69,834	304,240	72,843
	Sewer Infrastructure											
700169	QBN - Sewer connections – Queanbeyan	20,833	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,800
700208	QBN - Sewer Mains Inflow Study - Main Relining	0	0	0	0	0	0	0	2,500,000	2,500,000	0	0
700209	QBN- Sewer Mains (Trunk) Refurbishment	0	0	0	0	0	0	0	0	0	2,500,000	2,500,000
700210	QBN - Sewer Manhole Renewals	0	0	0	0	520,000	520,000	0	0	0	0	0

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Report_LTFP CAPITAL REPORT

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Date Report Run: 20-May-2022



LTFP Capital Report by Program
for the Proposed 2022/23 Draft PJ Budget

Project	Description	2021/22 Quarter 2 PJ Budget	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
700213	QBN Sewer Pump stations	52,083	0	0	104,000	0	0	0	0	116,400	12,400	124,000
700227	QBN - Sewer Connection Jerra Business Park	2,044,684	0	0	0	0	0	0	0	0	0	0
700247	QBN - Upgrade of Morisset St - Sewer Pump Station	0	0	0	208,000	0	0	0	0	416,000	312,000	0
700251	QBN - Upgrade of Capital Terrace - Sewer Pump Station	29,334	0	0	0	0	0	0	0	0	0	0
700283	QBN Sewer - Upgrade Various pumps (PWWF)	0	0	78,000	0	0	78,000	0	0	78,000	0	0
	Total Sewer Infrastructure	2,146,935	20,800	98,800	332,800	540,800	618,800	20,800	2,520,800	3,131,200	2,845,200	2,644,800
	Buildings											
104292	QBN Westpac/Headspace replace HVAC system	0	0	0	0	0	0	0	0	0	0	0
	Total Buildings	0	0	0	0	0	0	0	0	0	0	0
Total Entity	Sewer Fund	34,164,787	30,174,800	30,516,232	30,624,531	9,734,972	684,391	316,570	2,589,185	3,201,034	3,149,440	2,717,643
	Palerang Sewer Fund											
	Sewer Operations											
700140	BGD - STP Recycled Water System	3,599,456	0	0	69,680	0	0	0	0	0	0	69,680
700203	BGD - STP Stage 1 2018-19	100,000	520,000	10,819,120	0	0	0	0	0	0	2,683,200	2,683,200
	Total Sewer Operations	3,699,456	520,000	10,819,120	69,680	0	0	0	0	0	2,683,200	2,752,880
	Sewer Infrastructure											
700168	QPR - Sewer connections - Palerang	20,833	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,800	20,800
700206	BGD - SPS upgrades (pa) 2018-23	0	54,080	0	0	0	0	66,480	12,400	12,400	0	0
700284	BGD - Greenfield Sewer Network Services	0	260,000	0	3,692,000	0	0	0	0	0	0	0
	Total Sewer Infrastructure	20,833	334,880	20,800	3,712,800	20,800	20,800	87,280	33,200	33,200	20,800	20,800
Total Entity	Palerang Sewer Fund	3,720,289	854,880	10,839,920	3,782,480	20,800	20,800	87,280	33,200	33,200	2,704,000	2,773,680

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 9.12 QUARTERLY BUDGET REVIEW STATEMENT FOR THE
 QUARTER ENDING 31ST MARCH 2022

ATTACHMENT 1 MARCH 2022 QUARTERLY BUDGET REVIEW



Quarterly Budget Review Statement

For the quarter ended 31 March 2022



QUARTERLY BUDGET REVIEW STATEMENT

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QUARTERLY BUDGET REVIEW STATEMENT

Executive Summary

At each quarterly budget review since September 2021, the Responsible Accounting Officer has begun noting the high level of risk that Council will not have sufficient working capital until the general fund deficit is corrected.

The purpose of this budget review statement is to present a summary of Council's financial performance for the year up to 31 March 2022 and to report on progress made against the original budget adopted by Council in its 2021-22 Operational Plan.

In addition to the analysis of financial performance, the third (March) quarter budget review includes analysis of:

- All capital expenditure accounts to determine that, as much as possible, all assets are capitalised by the third quarter.
- All capital project accounts to determine whether project budgets are likely to be fully expended during the financial year and to make recommendations for budget carry-forward decisions.

QUARTERLY BUDGET REVIEW STATEMENT

BUDGETED OPERATING RESULT

The budgeted consolidated operating result has increased from a operational deficit of \$1.9m at December budget review to a March deficit of \$9.4m. The budgeted General Fund operating result has moved significantly from an original operational deficit of \$5.2m to \$12.4m.

The reason for this change is predominantly due to the decrease in interest received, the increase in depreciation, and the deferral of capital works program.

BUDGET VARIATIONS TO THE OPERATING RESULT

The budget adjustments recommended to Council for approval in this report result in a net change to the operating result of \$7.3m.

The material variations from the original budget for the year to date are attributed to:

Favourable variations

- \$300k reduction of loan repayment budget in the current financial year, due to roll over of loan payments repaid in previous years.
- \$14m reduction in operating grant budget and an equivalent reduction in operating expenses budget based on expected timing of ongoing funded natural disaster recovery works. Council has completed \$45m of recovery works across 10 programs of work over 3 financial years up to the quarter ended 31 March 22.

Unfavourable variations

- \$1.2m reduction in budgeted income from waste annual charges due to a correction to the original budget; that was developed prior to adoption of the waste strategy.
- \$1m increase in materials and services due to additional operational road maintenance works required due to unforeseen weather conditions; this has been partly offset by redirection of capital road work budgets.
- \$2m decrease in interest income budgeted to be received based on changes in market conditions since the original budget.
- A review of the capital works budget has been completed for the third quarter review. Based on stages of project completion capital budgets have been carried forward from 2021-22 to the following year to match the estimated timing of cashflow.

QUARTERLY BUDGET REVIEW STATEMENT

- \$1.8m decrease to the internal project management attribution allocation of 4% on capital works, due to the revised timing of capital cashflows. There is no net impact on the council's cash position, but an increase in operating expenditure and an equivalent decrease in capital expenditure.
- \$3.7m increase in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021.

CAPITAL PROJECT PROGRESS

Council is currently managing 390 capital works projects. Key points are:

- The capital works budget for 2021/22 is \$165m and 32% was expended by 31 March.

QPRC has adopted a compressed program of capital works as part of its strategy to take advantage of high levels of capital grant funding and to provide infrastructure to support regional growth. The timing and extent of capital works has created a delivery challenge for the Council and the capital works budget is reviewed quarterly and adjusted to match the expected timeframes as project plans are developed and delivery timeframes are updated. This budget review recommends \$50m capital budget is carried forward from 2021-22 into future financial years.

New capital project budgets have been recommended for inclusion in the March 2022 QBRs:

- New Projects
 - UV Unit for Queanbeyan Indoor Pool - \$62,400
 - Nerriga Recreation Area and Main Street upgrade - \$283,500
 - Bushfire Community Recovery and Resilience Fund- Stream 2 Solar & Essential Battery Back Up RFS Hero - \$104,000
 - Work on Intersection – Turn lanes into industrial areas - \$100,000 (Kealman Rd, Gilmore/Kendall Lights and Stephens Rd)
 - Emergency Response Centre – Flood Damage \$46,000 (insurance claimable)
 - Little Burra Road – Road Reserve Creation and Upgrade \$20,500

QUARTERLY BUDGET REVIEW STATEMENT

BUDGET CASH FLOWS

The budgeted unrestricted cash surplus for the 21/22 financial year has reduced from \$5.4m to \$3.6m.

The cash and reserves summary reports Council's current total reserve funds, and balance of working funds as at 31 March 2022. Working funds move significantly up and down throughout the year based on large cashflow movements for quarterly rates instalments, grant payments and capital expenditure. Most of Council's cash is restricted in its use to specific purposes by external bodies, legislation and Council resolution. Internal reserves have fallen in recent years due to a large amount of grant funds owed to Council by State Government, where grants are paid on a claims basis, after capital expenditure is incurred. Additionally, ongoing general fund deficits combined with Council's strategy to increase investment in community infrastructure have resulted in a drawdown of unrestricted cash and internal reserve funds over time. Council has recognised the need to reverse the general fund deficit, improve its cash management and debt collection, and increase internal reserves in order to reduce its financial risks.

QUARTERLY BUDGET REVIEW STATEMENT

Responsible Accounting Officer's Statement

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulations 2005:

It is my opinion that the quarterly budget review statement for QPRC for the March 2022 quarter indicates that Council's projected short term financial position as at 30 June 2022 will be satisfactory, taking into account the original and revised estimates for income and expenditure.

Current levels of unrestricted cash and internal reserves held by Council are low, placing the Council at high risk of being unable to respond to unforeseen events, and which could lead to unplanned service reductions. Council is putting in place improved cash management procedures including reporting and monitoring of internal reserves, budget performance and grant claims management processes. This financial position of council is a result of the following:

1. a deficit general fund budget, when accumulated with previous years' deficits, is not financially sustainable;
2. a deficit budget does not enable the governing body to plan for unforeseen events;
3. a deficit budget relies on a deterioration of the capital base for ongoing operations.

Recommended remedial action to deal with this position includes:

1. Future budgets need to be in surplus to restore to an adequate level of working capital;
2. Opportunities to increase revenue must be considered;
3. Expenditure reductions including opportunities for efficiency savings and re-prioritisation of services to a financially sustainable level;
4. Unplanned service reductions to core services should be avoided.

Signed: _____
Josh Staniforth
Service Manager, Finance (CFO)

QUARTERLY BUDGET REVIEW STATEMENT

Introduction

Quarterly Budget Review Statements (QBRs) provide an overview of Council's progress against the annual budget and subsequent revisions at the end of each quarter. It includes explanations for major budget variations that are collated by Council's Service Managers across the organisation and that result in recommendations for budget changes.

The following financial reports are included in the March QBRs:

1. Consolidated Budget Summary: This is a budget summary statement showing actual income, expenditure and capital expenditure for the year to 31 March 2022, against the original annual budget. It shows the proposed budget adjustments and an updated annual budget forecast for the financial year.

The consolidated budget summary includes the General Fund, Water and Sewer Fund financial information.

2. Budget Summary by Service: Provides the same information for the Council, listed by branch.
3. Budget Summary by Fund: The same budget summaries are provided for each fund, General, Water and Sewer, and provide the adjusted operating and cash result, by fund.

This report includes commentary to explain each of the proposed budget adjustments.

4. Capital Expenditure Statement: This report provides actual expenditure on each capital project up to 31 March 2022, reported against the original annual budget, with proposed budget adjustments and an updated annual budget forecast.
5. Cash and Reserves Statement: This report shows the Council's total cash and reserves, including the working fund balance as at 31 March 2022.

QUARTERLY BUDGET REVIEW STATEMENT

Quarterly Review Statement

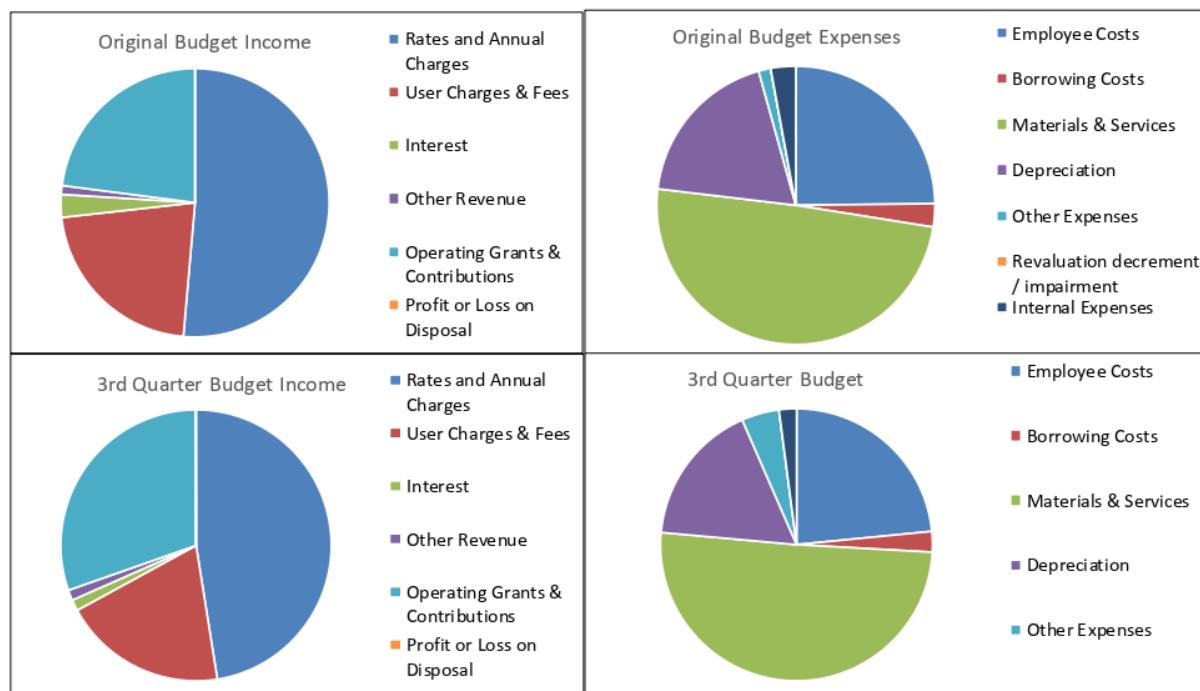
FINANCIAL REPORTS - 1 – CONSOLIDATED BUDGET SUMMARY - INCOME AND EXPENSES

Description	ORIGINAL		Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
	Budget	Carry Overs	QBR5 - Sept	QBR5 - Dec	Budget			
	\$	\$	\$	\$	\$			
Income								
Rates and Annual Charges	-79,003,736	0	-633,236	0	-79,636,972	1,232,469	-78,404,503	-78,541,731
User Charges & Fees	-33,593,983	0	547,205	819,538	-32,227,240	-72,945	-32,300,185	-19,175,803
Interest	-4,202,403	0	0	-8,151	-4,210,554	1,999,999	-2,210,555	-834,212
Other Revenue	-1,638,871	0	-190,267	-73,746	-1,902,884	-155,328	-2,058,212	-1,579,685
Operating Grants & Contributions	-35,261,625	0	-7,463,594	-259,225	-42,984,444	5,513,981	-37,470,463	-20,817,112
Profit or Loss on Disposal	0	0	-20,000	0	-20,000	0	-20,000	137,496
Total Income	-153,700,618	0	-7,759,892	478,417	-160,982,094	8,518,176	-152,463,918	-120,811,047
Expense								
Employee Costs	40,003,539	0	1,036,621	-49,598	40,990,562	708,906	41,699,468	29,692,941
Borrowing Costs	4,318,814	0	0	0	4,318,814	0	4,318,814	1,843,223
Materials & Services	79,666,367	82,414	7,148,463	2,964,597	89,861,841	-13,346,228	76,515,613	46,676,730
Depreciation	30,306,535	0	0	0	30,306,535	3,706,164	34,012,699	25,681,218
Other Expenses	2,277,664	0	-293,414	53,595	2,037,845	6,977,630	9,015,475	1,278,616
Revaluation decrement/ impairment	0	0	0	0	0	0	0	24,158
Internal Expenses	-4,666,686	-87,608	-228,437	318,056	-4,664,675	977,516	-3,687,159	-1,220,743
Total Expense	151,906,233	-5,194	7,663,232	3,286,650	162,850,922	-976,012	161,874,911	103,976,144
Operating (Surplus)/Deficit before Capital	-1,794,385	-5,194	-96,660	3,765,067	1,868,829	7,542,164	9,410,993	-16,834,903

QUARTERLY BUDGET REVIEW STATEMENT

Description	ORIGINAL		Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
	Budget	Carry Overs	QBRS - Sept	QBRS - Dec	Budget			
	\$	\$	\$	\$	\$			
Capital Income								
Capital Contributions	-13,695,524	-705,000	1,491,800	-939,305	-13,848,029	-1,163,507	-15,011,536	-6,074,080
Capital Grants	-39,347,937	-486,964	-5,183,671	-13,973,778	-58,992,350	25,188,462	-33,803,888	-19,443,475
Operating (Surplus)/Deficit after Capital	-54,837,846	-1,197,158	-3,788,530	-11,148,016	-70,971,550	31,382,119	-39,589,431	-42,352,459
Non Cash								
Capital Contributions	6,968,020	0	0	22,799	6,990,819	0	6,990,819	0
Depreciation	-30,306,535	0	0	0	-30,306,535	-3,706,164	-34,012,699	-25,681,669
Profit or Loss on Disposal	0	0	20,000	0	20,000	0	20,000	-137,496
Total Non Cash	-23,338,515	0	20,000	22,799	-23,295,716	-3,706,164	-27,001,880	-25,819,165
Investing Fund Flows								
Capital Works Program	174,775,368	14,919,639	-18,201,099	-12,079,000	159,414,909	-50,536,741	108,878,168	47,732,989
Asset Purchases	4,574,000	3,635	27,500	920,000	5,525,135	10,000	5,535,135	4,990,633
Loan Principal Repayments	7,867,287	0	0	0	7,867,287	-320,977	7,546,310	4,453,045
Total Investing Fund Flows	187,216,655	14,923,274	-18,173,599	-11,159,000	172,807,331	-50,847,719	121,959,612	57,176,667
Financing Fund Flows								
Sale of Assets	-550,000	0	-20,000	-550,000	-1,120,000	0	-1,120,000	-1,061,238
Proceeds from Borrowings	-86,438,216	0	23,878,312	2,518,000	-60,041,904	11,270,000	-48,771,904	0
Total Financing Fund Flows	-86,988,216	0	23,858,312	1,968,000	-61,161,904	11,270,000	-49,891,904	-1,061,238
Net (Inc)/Dec in Funds before Transfers	22,052,078	13,726,117	1,916,183	-20,316,217	17,378,161	-11,901,764	5,476,397	-12,056,195
Reserve Movements								
Transfers to Internal Reserves	9,987,025	0	-4,891,919	610,522	5,705,628	-87,422	5,618,206	
Transfers to Developer Contributions	6,727,504	0	-1,491,800	899,506	6,135,210	1,842,841	7,978,051	
Transfers to Other External Reserves	28,209,604	700,000	-172,856	41,659,740	70,396,488	-9,051,124	61,345,364	
Transfers from Internal Reserves	-15,709,769	-1,979,905	4,527,717	-491,784	-13,653,741	-961,579	-14,615,320	
Transfers from Developer Contributions	-7,310,962	-3,750,048	-381,633	-1,723,713	-13,166,356	164,759	-13,001,596	
Transfers from Other External Reserves	-45,335,774	-8,933,952	-1,027,055	-22,880,673	-78,177,453	21,748,477	-56,428,976	
Total Reserve Movements	-23,432,372	-13,963,905	-3,437,545	18,073,599	-22,760,224	13,655,953	-9,104,271	0
Net (Inc)/Dec in Unrestricted Funds	-1,380,294	-237,788	-1,521,363	-2,242,619	-5,382,063	1,754,189	-3,627,874	

QUARTERLY BUDGET REVIEW STATEMENT






QUARTERLY BUDGET REVIEW STATEMENT

KEY PERFORMANCE INDICATORS

The financial indicators have been selected to address operational liquidity, fiscal responsibility and financial sustainability goals across short, medium and long-term time frames. The indicators will highlight projected actual performance, showing in green where it is forecast that they will be achieved, orange where forecast performance is satisfactory and red where forecast performance is outside its target range.

The KPI results forecast for the June 2022 year based on the March Quarterly Budget Review are as follows.




1. The Operating Performance ratio assesses whether or not Council generates enough revenue to cover operating costs (including the cost of replacing assets reflected through depreciation). The ratio is calculated by taking the operating result (before capital) as a percentage of operating revenue (excluding capital). Local Government benchmark is > 0.00%. Council's long term target is a result greater than 0% (green), a result better than -10% is satisfactory (orange), while a result outside of these factors will be considered unsatisfactory (red).

KPI	ORIGINAL Budget	Current Budget	PROJECTED year end result
	\$	\$	\$
Operating Performance Ratio			
Forecast	1.17%	-1.18%	-6.19%
Target	0.00%	0.00%	0.00%

QUARTERLY BUDGET REVIEW STATEMENT




2. The Own Source Operating Revenue ratio measures fiscal flexibility or reliance on external funding sources. Council's financial flexibility improves the higher the level of its own source revenue. The ratio is calculated by taking the total rates, utilities and charges as a percentage of total operating revenue.

Council's target is to maintain levels results at 60% (green), while a result of 40% or better will be considered satisfactory (orange), and any result below 40% will be considered unsatisfactory (red).

KPI	ORIGINAL Budget	Current Budget	PROJECTED year end result
	\$	\$	\$
Own Source Operating Revenue Ratio			
Forecast	57.29%	50.46%	57.13%
Target	60.00%	60.00%	60.00%

3. The Debt Service cover ratio demonstrates the ability of a council to service their annual debt obligations as a proportion of available revenue. The ratio is calculated by taking the total principal and interest loan payments as a ratio of operating revenue (excluding capital and specific purpose grants and contributions).

Council's target is to maintain levels above the Local Government benchmark >2 (green), while a ratio of >1 but less than 2 will be considered satisfactory (orange), and any result worse than this will be considered unsatisfactory (red).

KPI	ORIGINAL Budget	Current Budget	PROJECTED year end result
	\$	\$	\$
Debt Service Cover Ratio			
Forecast	2.69	3.00	4.03
Target	2.00	2.00	2.00

QUARTERLY BUDGET REVIEW STATEMENT

4. Rates and annual charges outstanding percentage. This ratio assesses the impact of uncollected rates and annual charges on liquidity and the efficiency of councils' debt recovery. The ratio is calculated by rates and annual charges outstanding divided by rates and annual charges levied by council. The benchmark for outstanding rates is <10% for regional and rural areas by 30 June each year.




As at the end of the third quarter, rates and annual charges outstanding was 24.8%, the lowest in 4 years by the third quarter. Rates and annual charges outstanding has been improving in recent years as Council has extended hardship provisions and repayment options that allow ratepayers additional flexibility to make extended payment arrangements. Additional improvement is expected in future years as Council addresses long term bad debtors by considering options for sale of land for unpaid rates for ratepayers that have 5+ years outstanding.

2021/22 Outstanding Ratio	2018/19	2019/20	2020/21	2021/22
30 Sept	67.3%	66.8%	71.3%	63.6%
31 Dec	46.3%	45.9%	45.2%	43.2%
31 Mar	26.3%	27.2%	26.2%	24.8%
30 Jun	7.8%	9.5%	9.2%	

QUARTERLY BUDGET REVIEW STATEMENT

5. The Infrastructure Renewal ratio assesses the rate at which these assets are being renewed relative to the rate at which they are being depreciated. The ratio is calculated by taking the total spend on asset renewal projects as a percentage of total depreciation for those asset classes (this includes buildings and infrastructure assets like roads, stormwater pipes etc.).




Council's benchmark is a 100% (green) while a satisfactory Result is greater than 80% (orange) and anything under 80% is considered unsatisfactory (red).

KPI	ORIGINAL Budget	Current Budget	PROJECTED year end result
	\$	\$	\$
Infrastructure Renewals Ratio			
Forecast	552.99%	542%	297%
Target	100.00%	100.00%	100.00%

6. The Asset maintenance ratio compares Council's measured actual asset maintenance expenditure relative to the required asset maintenance. Adequate routine maintenance activities undertaken at levels matching required maintenance identified in Council's asset management plans is undertaken to sustain community infrastructure in a functional state so that assets reach their predicted useful life.
- routine inspection and maintenance activities and minor rehabilitation required to achieve the predicted useful life of the asset or asset component

• operating expenses required to keep the asset or asset components in a functional state for community use.

In the current financial year there has been a significant increase in road maintenance expenditure, and has been attributed to works following bushfire and flood damage sustained in the past 3 years.

KPI	ORIGINAL Budget	Current Budget	PROJECTED year end result
	\$	\$	\$
Asset Maintenance Ratio			
Forecast	316.44%	367.99%	335.46%
Target	80.00%	80.00%	80.00%

QUARTERLY BUDGET REVIEW STATEMENT

CONTRACTS STATEMENT

The purpose of the Contracts Statement is to inform Councillors and the community of material contracts entered into by council during the quarter that have not been fully performed or completed.

The contracts statement is compliant with OLG Guidelines, as follows:

- Employment contracts are specifically excluded.
- Contracts with suppliers on Council's preferred supplier lists are excluded.
- The threshold has been set at a contract value of \$50,000 or more.

Contractor	Contract detail & purpose	Contract value (excl GST)	Commencement date	Duration	Budgeted (Y/N)
Canprint Communications Pty Ltd	Printing QPRC News	\$78,240	Jan 2022	3 Years	Y
The Australian Grinding Company	New Skate Park Braidwood	\$678,414	21/01/2022	18 Months	Y
EPC Solar	Solar and battery storage installations onto eight RFS stations.	\$152,000	23/02/2022	6 Months	Y
Modus Australia	Design, Supply and Install Amenity Block at Araluen Campground	\$97,576	21/03/2022	9 Months	Y
Glascott Landscape and Civil PTY LTD	Monaro Lane Revitalisation Project, No Name Lane, soft and hard landscape works	\$90,274.07	08/03/2022	3 Months	Y
Shail Construction Pty Ltd	Construct 2.5m wide shared path between Jerra Lake and Environa Drive	\$142,060.86	28/03/2022	2 Months	N
Stantec New Zealand	Queanbeyan and Bungendore Traffic Study Update	\$220,527	31/01/2022	5 months (scheduled completion by	Y

QUARTERLY BUDGET REVIEW STATEMENT

Contractor	Contract detail & purpose	Contract value (excl GST)	Commencement date	Duration	Budgeted (Y/N)
				30 June 2022)	
Divalls Earthmoving and Bulk Haulage	Erosion control works, Redbox Reserve (28 Whisperer Place, Royalla)	\$59,250	14/04/2022	6 Months	Y
O'Connor Marsden	Provision of internal audit services.	\$150,000	01/01/2022	12 Months	Y
Bucher Pty Ltd	Truck mounted jet cleaner	\$381,901	14/03/2022	10 Months	Y
NSW PWA	Concept study for upgrade of Bungendore STP	\$97,572.73	27/01/2022	6 Months	Y
Norizon Pty Ltd	Upgrade PLC at Captains Flat WTP	\$75,602.55	14/03/2022	6 Months	Y
NSW PWA	Tendering and Project Management North Elmslea reservoir	\$245,000	14/03/2022	12 Months	Y
NSW PWA	Tendering and Project Management Days Hill WPS	\$195,975	31/03/2022	12 Months	Y
Dredging Solutions Pty Ltd, Epsom Environmental Services Pty Ltd and Waste Processing Solutions Pty Ltd	Panel Contract for Periodic Dewatering of Sludge Services	Panel	01/07/2022	3 years	Y

QUARTERLY BUDGET REVIEW STATEMENT

CONSULTANCY AND LEGAL EXPENSES

A consultant is defined as a person or organisation engaged under contract on a temporary basis to provide recommendations or high level specialist or professional advice to assist decision making by management. Generally, it is the advisory nature of the work that differentiates a consultant from other contractors.

The major variation for Consultancies in the current financial year has been the work required on the following Projects

- Mayfield Road – Reedy Creek Bridge - \$657K – Kayandel provision of services in relation to salvage and heritage for replacement of bridge
- Bungendore Landfill Reinstatement - \$200K – Spiire services in relation to Project management and Tender assessment for construction and post construction management
- Upgrade to Electricity supply at Braidwood Showground - \$240K – Webb Australia providing Consulting engineering for Braidwood showground power upgrade electrical & L3ASP design engineering
- Dunn's Creek Road Studies - \$110K - Aerometrex providing Contour extraction from BR02096 – for Lidar and Imagery

Consultancy and Legal Summary

Description	ORIGINAL	Approved Changes		REVISED	Recommended for Council	PROJECTED year end	Actual YTD
	Budget	Carry Overs	QBRs - Sept	Budget			
	\$	\$	\$	\$	\$	\$	\$
Legal Fees	472,500	0	42,700	44,000	559,200	516,312	1,075,512
Consultancies	1,369,705	896,560	1,049,933	-61,620	3,254,578	233,030	3,487,608
							1,692,917

QUARTERLY BUDGET REVIEW STATEMENT

Financial Reports

FINANCIAL REPORTS - 2 – BUDGET SUMMARY BY SERVICE

Total Council Summary by Branch

Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
	Budget	Carry Overs	QBRS - Sept	QBRS - Dec			
	\$	\$	\$	\$	\$	\$	\$
Income							
Office of The General Manager - CEO	0	0	0	0	0	0	-648
Finance	-91,570,825	0	-228,879	-35,111	-91,834,815	1,998,753	-77,999,867
Project Management Office - Merger Transition	0	0	0	0	0	-18,928	-18,928
Office of Portfolio General Manager Community Choice	-7,071	0	0	-132,500	-139,571	0	-139,571
Recreation & Culture	-2,023,991	0	676,247	-4,600	-1,352,344	-16,000	-1,368,344
Community and Education	-1,935,971	0	-33,577	-103,000	-2,072,548	-45,142	-2,117,690
Business and Innovation	-139,268	0	-29,290	0	-168,558	-15,500	-184,058
Customer and Communication	-417,280	0	0	0	-417,280	-16,607	-433,887
Performing Arts and Events	-1,004,200	0	-7,000	5,000	-1,006,200	0	-1,006,200
Office of PGM Natural and Built Character	-5,466	0	-0	0	-5,466	0	-5,466
Development	-3,132,672	0	-32,000	-88,746	-3,253,418	-108,300	-3,361,718
Urban Landscapes	-1,293,584	0	-4,775	0	-1,298,359	0	-1,298,359
Natural Landscapes and Health	-599,204	0	-18,000	-12,002	-629,206	-36,813	-666,019
Land-Use Planning	-267,571	0	-47,236	-55,382	-370,189	55,443	-314,746
Office of Portfolio General Manager Community Connections	-8,511	0	0	0	-8,511	0	-8,511
Transport & Facilities	-33,394,304	0	-7,193,339	-15,167	-40,602,810	12,982,276	-27,620,535
Utilities	-17,469,863	0	-50,147	951,647	-16,568,363	-6,142,531	-22,710,894
Assets	-16,379	0	0	0	-16,379	0	-16,379
Contracts and Projects	-106,379	0	-764,368	-21,723	-892,470	-118,475	-1,010,945
Office of Portfolio General Manager Capability	-146,952	0	0	0	-146,952	0	-146,952
Workplace & Governance	-154,995	0	-27,527	-10,000	-192,522	0	-192,522
Digital	-6,133	0	0	0	-6,133	0	-6,133
Total Income	-153,700,618	0	-7,759,892	478,417	-160,982,094	8,518,176	-152,463,918

QUARTERLY BUDGET REVIEW STATEMENT

Expense								
Office of The General Manager - CEO	749,845	0	2,417	0	752,262	0	752,262	975,350
Finance	-1,009,858	0	241,040	463,710	-305,108	38,080	-267,028	-446,076
Project Management Office - Merger Transition	0	0	0	0	0	0	0	0
Office of Portfolio General Manager Community Choice	644,534	0	3,762	0	648,295	0	648,295	339,809
Recreation & Culture	4,881,247	0	-423,022	-91,965	4,366,260	36,457	4,402,717	2,949,939
Community and Education	7,391,833	28,000	55,668	97,876	7,573,377	47,358	7,620,735	4,496,287
Business and Innovation	2,005,505	0	93,977	-5,000	2,094,481	-11,000	2,083,481	1,335,501
Customer and Communication	2,615,665	54,414	101,847	-12,240	2,759,686	23,990	2,783,676	1,908,440
Performing Arts and Events	2,369,552	0	233,719	-82,900	2,520,370	-3,608	2,516,762	1,552,476
Office of PGM Natural and Built Character	321,927	0	1,587	0	323,514	0	323,514	238,540
Development	7,012,411	0	278,914	0	7,291,326	68,577	7,359,903	4,943,121
Urban Landscapes	13,581,276	0	103,254	-13,073	13,671,457	-434,170	13,237,287	9,162,474
Natural Landscapes and Health	3,767,071	0	223,089	-1,398	3,988,762	64,673	4,053,435	2,424,599
Land-Use Planning	2,685,658	0	93,687	1,256,701	4,036,045	5,079	4,041,124	2,978,081
Office of Portfolio General Manager Community Connections	939,794	0	11,370	40,885	992,049	0	992,049	385,621
Transport & Facilities	49,484,949	0	7,611,456	870,853	57,967,257	-11,190,099	46,777,158	35,728,208
Utilities	52,361,055	0	-1,839,719	498,734	51,020,069	9,067,628	60,087,697	31,413,385
Assets	1,546,671	0	-7,725	0	1,538,947	1,394	1,540,341	1,064,651
Contracts and Projects	-3,405,053	-87,608	859,599	284,767	-2,348,294	1,429,534	-918,760	330,668
Office of Portfolio General Manager Capability	2,335,984	0	58,017	0	2,394,001	129,517	2,523,518	2,308,055
Workplace & Governance	1,647,706	0	-12,268	4,700	1,640,138	7,395	1,647,533	157,728
Digital	-21,536	0	-27,436	-25,000	-73,972	-256,816	-330,788	-270,712
Total Expense	151,906,233	-5,194	7,663,232	3,286,650	162,850,922	-976,011	161,874,911	103,976,144
Operating (Surplus)/Deficit before Capital	-1,794,385	-5,194	-96,660	3,765,067	1,868,829	7,542,164	9,410,993	-16,834,903

9.12 Quarterly Budget Review Statement for the Quarter Ending 31st March 2022
Attachment 1 - March 2022 Quarterly Budget Review (Continued)

Financial Reports - 3 – Budget Summary by Fund (Commentary on budget adjustments)

1 - General Fund										Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual		
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget		YTD		
		\$	\$	\$	\$	\$	\$	\$		
	Income									
100	Rates and Annual Charges	-52,864,575	0	-626,866	0	-53,491,441	1,232,469	-52,258,972	-52,224,118	*1.23m reduction to Domestic Waste Management Levy to match actuals. No impact on unrestricted cash.
105	User Charges & Fees	-14,462,259	0	589,280	-105,462	-13,978,441	-72,945	-14,051,385	-9,186,370	*(74K) budgeted income increase due to Private Works. Various adjustments also made to match YTD actuals.
110	Interest	-2,239,104	0	0	428,472	-1,810,632	860,039	-950,593	-364,573	*860K Interest income lower than forecast due to negative returns from NSW Treasury Corp Cash managed funds.
115	Other Revenue	-1,588,871	0	-40,267	-73,746	-1,702,884	-155,328	-1,858,212	-1,363,455	*(46k) budgeted income increase due to insurance claim at Emergency Response Centre. Nil effect as materials budget also increased. *(86K) increase in other reveune due to settlement of legal matters during the quarter. *(15K) increase to budgeted income for animal management infringements.
120	Operating Grants & Contributions	-34,826,324	0	-7,442,979	-259,225	-42,528,528	12,888,981	-29,639,547	-20,413,838	*13m movement between financial years for Disaster Recovery Funding Agreement scheduled works. *(112k) moved from Dunns Creek Road capital grant income to operational grant income.
400,500	Profit or Loss on Disposal	0	0	-20,000	0	-20,000	0	-20,000	121,836	
	Total Income	-105,981,133	0	-7,540,832	-9,960	-113,531,925	14,753,216	-98,778,710	-83,430,518	
	Expense									
200	Employee Costs	35,802,051	0	1,130,038	-49,598	36,882,492	608,906	37,491,398	26,779,308	*609K adjustment of Employees cost from capital to operational projects based on additional road maintenance and deferral of capital works has no overall cash impact but increases the operational deficit.
205	Borrowing Costs	3,630,206	0	0	0	3,630,206	0	3,630,206	1,524,824	
210	Materials & Services	57,980,838	82,414	6,837,985	2,502,300	67,403,537	-13,359,913	54,043,624	36,087,778	*(13m) movement between financial years for Disaster Recovery Funding Agreement scheduled works. *110K increase in expenses for feasibility planning for Dunns Creek Rd project, 100% grant funded. *(102K) decrease in telephone expenses compared with year to date budget. * \$16K To engage a consultant in 2021-22 for Affordable House Strategy.
215	Depreciation	22,802,842	0	0	0	22,802,842	1,774,560	24,577,402	18,649,670	*1.7m increase in General Fund in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021.
220	Other Expenses	2,224,479	0	-293,414	53,595	1,984,660	-2,370	1,982,290	1,278,616	
225	Revaluation decrement / impair	0	0	0	0	0	0	0	24,158	
230	Internal Expenses	-11,274,659	-87,608	-224,289	318,056	-11,268,500	682,516	-10,585,984	-5,524,128	*630K movement in capital recharge due to deferral of capital expenditure to future financial years. *56K reduction of internal plant charges due to deferral of capital works.
	Total Expense	111,165,758	-5,194	7,450,320	2,824,353	121,435,237	-10,296,301	111,138,936	78,820,226	
	Operating (Surplus)/Deficit before Capital	5,184,625	-5,194	-90,512	2,814,393	7,903,311	4,456,915	12,360,226	-4,610,292	
	Capital Income									
124	Capital Contributions	-11,390,084	-705,000	1,491,800	-457,796	-11,061,080	-1,163,507	-12,224,587	-5,461,655	*1.1m Increase to developer contribution income due to increased development activity in Queanbeyan and Bungendore.

9.12 Quarterly Budget Review Statement for the Quarter Ending 31st March 2022
Attachment 1 - March 2022 Quarterly Budget Review (Continued)

125	Capital Grants	-29,347,937	-486,964	-5,183,671	-13,973,778	-48,992,350	15,188,462	-33,803,888	-19,443,475	<ul style="list-style-type: none"> * \$15m reduction in Capital grant received due to the following project being deferred to future financial periods. * 13m movement between financial years for Disaster Recovery Funding Agreement scheduled works * Monaro St - \$7.5m * Dunns Creek Road - \$5m * City of Champions Walk \$1m * Braidwood Pool Upgrade - \$600K * Bushfire Local Economic Recovery Funds projects \$751K
Operating (Surplus)/Deficit after		-35,553,396	-1,197,158	-3,782,383	-11,617,181	-52,150,118	18,481,870	-33,668,248	-29,515,423	
Non Cash										
124	Capital Contributions	6,127,295	0	0	0	6,127,295	0	6,127,295	0	<ul style="list-style-type: none"> * 1.7m increase in General Fund in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021.
215	Depreciation	-22,802,842	0	0	0	-22,802,842	-1,774,560	-24,577,402	-18,650,121	
400,500	Profit or Loss on Disposal	0	0	20,000	0	20,000	0	20,000	-121,836	
Total Non Cash		-16,675,547	0	20,000	0	-16,655,547	-1,774,560	-18,430,107	-18,771,957	
Investing Fund Flows										
C	Capital Works Program	130,282,541	10,258,511	-21,881,710	-6,013,578	112,645,764	-24,721,741	87,924,023	40,025,572	<ul style="list-style-type: none"> * \$24.5m reduction in Capital Works Program due to the following project being deferred to future financial periods. * Monaro St - \$14.6m * Dunns Creek Road - \$5m * City of Champions Walk - \$1m * Braidwood Pool Upgrade - \$958K * Bushfire Local Economic Recovery Funds projects - \$751K * Lascelles Street upgrade Braidwood - \$1.14m
300	Asset Purchases	4,574,000	3,635	27,500	920,000	5,525,135	10,000	5,535,135	4,948,520	
305	Loan Principal Repayments	6,818,014	0	0	0	6,818,014	-20,977	6,797,037	3,998,696	
Total Investing Fund Flows		141,674,555	10,262,146	-21,854,210	-5,093,578	124,988,914	-24,732,718	100,256,195	48,972,788	
Financing Fund Flows										
400	Sale of Assets	-550,000	0	-20,000	-550,000	-1,120,000	0	-1,120,000	-1,061,238	<ul style="list-style-type: none"> * Council reviewed the 21/22 loan Program and deferred and reduced new loans based on the status of projects and timing of expected cashflows * 820k adjustment for Wallace Street carpark. * 250k adjustment for Braidwood Office Refurbishment. * 200k adjustment for Efficient Street Lighting Upgrade.
405	Proceeds from Borrowings	-72,553,000	0	24,010,000	0	-48,543,000	1,270,000	-47,273,000	0	
Total Financing Fund Flows		-73,103,000	0	23,990,000	-550,000	-49,663,000	1,270,000	-48,393,000	-1,061,238	
Net (Inc)/Dec in Funds before T		16,342,612	9,064,989	-1,626,593	-17,260,759	6,520,248	-6,755,409	-235,160	-375,830	
Reserve Movements										
310	Transfers to Internal Reserves	9,987,025	0	-4,891,919	610,522	5,705,628	-87,422	5,618,206		
315	Transfers to Developer Contributions	5,262,789	0	-1,491,800	440,796	4,211,785	1,842,841	6,054,626		
320	Transfers to Other External Reserves	17,331,006	700,000	-259,843	41,068,158	58,839,321	-7,929,309	50,910,012		
410	Transfers from Internal Reserves	-15,709,769	-1,979,905	4,527,717	-491,784	-13,653,741	-961,579	-14,615,320		
415	Transfers from Developer Contributions	-6,360,962	0	-161,155	-1,165,002	-7,687,120	164,759	-7,522,361		
420	Transfers from Other External Reserves	-28,232,995	-8,022,872	2,382,231	-25,444,549	-59,318,185	15,480,307	-43,837,878		
Total Reserve Movements		-17,722,905	-9,302,777	105,231	15,018,140	-11,902,311	8,509,597	-3,392,714		
Net (Inc)/Dec in Unrestricted Funds		-1,380,294	-237,788	-1,521,363	-2,242,619	-5,382,063	1,754,188	-3,627,875		

9.12 Quarterly Budget Review Statement for the Quarter Ending 31st March 2022
Attachment 1 - March 2022 Quarterly Budget Review (Continued)

2 - Water Fund										Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual		
		Budget	Carry Overs	QBR5 - Sept	QBR5 - Dec	Budget			YTD	
		\$	\$	\$	\$	\$	\$	\$	\$	
	Income									
100	Rates and Annual Charges	-7,455,824	0	-2,578	0	-7,458,402	0	-7,458,402	-7,580,995	* 350K Interest income lower than forecast due to negative returns from NSW Treasury Corp Cash managed funds.
105	User Charges & Fees	-17,821,170	0	-42,075	925,000	-16,938,245	0	-16,938,245	-9,151,099	
110	Interest	-691,995	0	0	-88,776	-780,771	350,385	-430,386	-183,528	
115	Other Revenue	0	0	0	0	0	0	0	-41	
120	Operating Grants & Contributions	0	0	0	0	0	0	0	0	
400,500	Profit or Loss on Disposal	0	0	0	0	0	0	0	15,660	
	Total Income	-25,968,989	0	-44,653	836,224	-25,177,418	350,385	-24,827,033	-16,900,002	
	Expense									
200	Employee Costs	1,681,923	0	-12,900	0	1,669,024	0	1,669,024	1,110,969	*1.2m increase in Water Fund in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021
205	Borrowing Costs	238,294	0	0	0	238,294	0	238,294	94,684	
210	Materials & Services	15,585,684	0	191,481	99,178	15,876,343	0	15,876,343	7,132,825	
215	Depreciation	2,227,086	0	0	0	2,227,086	1,285,075	3,512,161	2,637,988	
225	Revaluation decrement / impairment	0	0	0	0	0	0	0	0	
230	Internal Expenses	3,450,208	0	-0	0	3,450,208	0	3,450,208	2,177,991	
	Total Expense	23,183,196	0	178,582	99,178	23,460,956	1,285,075	24,746,031	13,154,457	
	Operating (Surplus)/Deficit	-2,785,793	0	133,929	935,402	-1,716,462	1,635,460	-81,002	-3,745,545	
	Capital Income									
124	Capital Contributions	-966,546	0	0	-118,577	-1,085,123	0	-1,085,123	-177,107	
	Operating (Surplus)/Deficit after Capital Income	-3,752,339	0	133,929	816,825	-2,801,586	1,635,460	-1,166,126	-3,922,652	
	Non Cash									
124	Capital Contributions	238,605	0	0	22,799	261,404	0	261,404	0	*1.2m increase in Water Fund in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021
215	Depreciation	-2,227,086	0	0	0	-2,227,086	-1,285,075	-3,512,161	-2,637,988	
400,500	Profit or Loss on Disposal	0	0	0	0	0	0	0	-15,660	
	Total Non Cash	-1,988,481	0	0	22,799	-1,965,682	-1,285,075	-3,250,757	-2,653,648	
	Investing Fund Flows									
C	Capital Works Program	10,330,094	2,221,568	2,483,871	-6,151,465	8,884,068	0	8,884,068	1,758,503	*Old Palerang loan paid out in prior financial year. Removed from budget.
300	Asset Purchases	0	0	0	0	0	0	0	29,279	
305	Loan Principal Repayments	517,067	0	0	0	517,067	-300,000	217,067	155,398	
	Total Investing Fund Flows	10,847,162	2,221,568	2,483,871	-6,151,465	9,401,136	-300,000	9,101,136	1,943,180	
	Financing Fund Flows									
400	Sale of Assets	0	0	0	0	0	0	0	0	
405	Proceeds from Borrowings	-3,885,216	0	-131,688	2,518,000	-1,498,904	0	-1,498,904	0	
	Total Financing Fund Flows	-3,885,216	0	-131,688	2,518,000	-1,498,904	0	-1,498,904	0	
	Net (Inc)/Dec in Funds before Transfers	1,221,126	2,221,568	2,486,111	-2,793,841	3,134,964	50,385	3,185,349	-4,633,121	
	Reserve Movements									
315	Transfers to Developer Contributions	727,941	0	0	95,778	823,719	0	823,719		
320	Transfers to Other External Reserves	3,415,712	0	52,192	243,318	3,711,223	-332,240	3,378,983		
415	Transfers from Developer Contributions	0	-1,707,300	0	-95,778	-1,803,078	0	-1,803,078		
420	Transfers from Other External Reserves	-5,364,779	-514,268	-2,538,303	2,550,523	-5,866,828	281,855	-5,584,973		
	Total Reserve Movements	-1,221,126	-2,221,568	-2,486,111	2,793,841	-3,134,964	-50,385	-3,185,349		
	Net (Inc)/Dec in Unrestricted Funds	-0	0	0	0	0	-0	0	0	

9.12 Quarterly Budget Review Statement for the Quarter Ending 31st March 2022
Attachment 1 - March 2022 Quarterly Budget Review (Continued)

3 - Sewer Fund										Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual		
		Budget	Carry Overs	QBR5 - Sept	QBR5 - Dec	Budget			YTD	
		\$	\$	\$	\$	\$	\$	\$	\$	
	Income									
100	Rates and Annual Charges	-18,683,337	0	-3,792	0	-18,687,129	0	-18,687,129	-18,736,618	* 789K Interest income lower than forecast due to negative returns from NSW Treasury Corp Cash managed funds.
105	User Charges & Fees	-1,310,554	0	0	0	-1,310,554		-1,310,554	-838,334	
110	Interest	-1,260,991	0	0	-358,160	-1,619,151	789,575	-829,576	-286,110	
115	Other Revenue	0	0	-150,000	0	-150,000	0	-150,000	-158,545	
120	Operating Grants & Contributions	0	0	0	0	0	-7,375,000	-7,375,000	0	* Operating Grant passed on to developer at South Jerrabomberra for investment in essential supporting infrastructure (water, sewer, stormwater).
	Total Income	-21,254,882	0	-153,792	-358,160	-21,766,834	-6,585,425	-28,352,259	-20,019,608	
	Expense									
200	Employee Costs	2,170,929	0	-88,792	0	2,082,137	100,000	2,182,137	1,523,716	* Project Management wages expense for new infrastructure at South Jerrabomberra development
205	Borrowing Costs	450,314	0	0	0	450,314	0	450,314	223,716	
210	Materials & Services	6,018,423	0	106,656	373,432	6,498,511	13,685	6,512,196	3,363,328	* 646K increase in Sewer Fund in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021
215	Depreciation	5,276,607	0	0	0	5,276,607	646,529	5,923,136	4,374,684	* Operating Grant passed on to developer at South Jerrabomberra for investment in essential supporting infrastructure (water, sewer, stormwater).
220	Other Expenses	0	0	0	0	0	6,980,000	6,980,000	0	* Project Management wages expense for new infrastructure at South Jerrabomberra development
230	Internal Expenses	3,157,764	0	-4,148	0	3,153,616	295,000	3,448,616	2,124,747	
	Total Expense	17,074,037	0	13,716	373,432	17,461,185	8,035,214	25,496,399	11,610,190	
	Operating (Surplus)/Deficit	-4,180,845	0	-140,076	15,272	-4,305,649	1,449,789	-2,855,860	-8,409,418	
	Capital Income									
124	Capital Contributions	-1,338,894	0	0	-362,932	-1,701,826	0	-1,701,826	-435,318	* Sewer Treatment Plant Upgrade Project is currently in Feasibility stage and grant funding is expected to be received in future financial years.
125	Capital Grants	-10,000,000	0	0	0	-10,000,000	10,000,000	0	0	
	Operating (Surplus)/Deficit after Non Cash	-15,519,739	0	-140,076	-347,660	-16,007,475	11,449,789	-4,557,686	-8,844,736	
124	Capital Contributions	602,120	0	0	0	602,120	0	602,120	0	* 646K increase in Sewer Fund in depreciation expenses due to the increase in Council's asset base including \$277m new assets capitalised in the last 2 years, and \$234m revaluation increase that was applied in 2021
215	Depreciation	-5,276,607	0	0	0	-5,276,607	-646,529	-5,923,136	-4,374,684	
	Total Non Cash	-4,674,487	0	0	0	-4,674,487	-646,529	-5,321,016	-4,374,684	
	Investing Fund Flows									
C	Capital Works Program	34,162,733	2,439,560	1,196,741	86,043	37,885,077	-26,000,000	11,885,077	5,948,914	*Sewer Treatment Plant currently in Feasibility stage , budget reduced to match project status and timing of expected cashflows
300	Asset Purchases	0	0	0	0	0	0	0	12,834	
305	Loan Principal Repayments	532,205	0	0	0	532,205	0	532,205	298,951	
	Total Investing Fund Flows	34,694,939	2,439,560	1,196,741	86,043	38,417,282	-26,000,000	12,417,282	6,260,699	
	Financing Fund Flows									
405	Proceeds from Borrowings	-10,000,000	0	0	0	-10,000,000	10,000,000	0	0	* Council reviewed the 21/22 loan Program and deferred and reduced new loans based on th estatus of projects and timing of expected cashflows.
	Total Financing Fund Flows	-10,000,000	0	0	0	-10,000,000	10,000,000	0	0	
	Net (Inc)/Dec in Funds before Transfer	4,500,713	2,439,560	1,056,665	-261,617	7,735,320	-5,196,740	2,538,580	-6,958,721	
	Reserve Movements									
315	Transfers to Developer Contributions	736,774	0	0	362,932	1,099,706	0	1,099,706	0	
320	Transfers to Other External Reserves	7,450,513	0	34,795	348,263	7,833,572	-789,575	7,043,997	0	
415	Transfers from Developer Contributions	-950,000	-2,042,748	-220,478	-462,932	-3,676,158	0	-3,676,158	0	
420	Transfers from Other External Reserves	-11,738,000	-396,812	-870,982	13,354	-12,992,440	5,986,315	-7,006,125	0	
	Total Reserve Movements	-4,500,713	-2,439,560	-1,056,665	261,617	-7,735,320	5,196,740	-2,538,580	0	
	Net (Inc)/Dec in Unrestricted Funds	0	0	-0	0	0	0	0	0	

QUARTERLY BUDGET REVIEW STATEMENT

FINANCIAL REPORTS - 4 – CAPITAL EXPENDITURE STATEMENT

Project	Description	Original		Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget			
		\$	\$	\$	\$	\$			
	Capital Expenditure								
	Branch - Recreation & Culture								
	Stronger Communities Grant \$9m								
100681	Stronger Communities \$9m - Eastern Pools	89,320	0	-3,000	0	86,320	0	86,320	0
	Playgrounds								
104196	QBN - Upgrade of Playground at Jerrabomberra CC	0	0	0	0	0	0	0	0
104337	Install Front entrance Signs for Fernleigh Park	0	14,607	0	0	14,607	0	14,607	22,196
	Queanbeyan Aquatic Centre								
100966	QBN - Aquatic Centre Capital Enhancement	36,400	0	0	0	36,400	-36,400	0	0
104453	QBN-Aquatics Centre Upgrade to Change Rooms - SCCF Ro	13,261	45,006	528	0	58,795	0	58,795	13,780
104668	UV Unit for Queanbeyan Indoor Pool	0	0	0	0	0	62,400	62,400	0
	Regional Swimming Pools								
104105	BWD - Pool Upgrade	624,000	385,577	0	0	1,009,577	-957,577	52,000	26,601
	Branch - Community and Education								
	Collection Management								
100749	Library Purchases Books and Non Books	80,000	0	0	0	80,000	0	80,000	35,787
100991	QBN - Creating welcoming community space Queanbeyan	0	82,093	-1,364	0	80,729	0	80,729	44,421
104020	QBN - Refurbishment of Library Activity Room	0	8,424	0	0	8,424	0	8,424	7,616
104095	QPR - Updating RFID Technologies	0	3,780	0	0	3,780	0	3,780	0
	Branch - Business and Innovation								
	CBD Transformation Strategy								
104092	QBN - City of Champions Walk	1,000,000	0	0	0	1,000,000	-1,000,000	0	0
104562	QBN - Monaro Lanes upgrade - 'Your High Street program'	0	0	404,561	0	404,561	141,597	546,158	125,421

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original		Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBR - Sept	QBR - Dec	Budget			
		\$	\$	\$	\$	\$		\$	\$
100944	Saleyards Braidwood Saleyards Upgrades	40,000	0	0	0	40,000	0	40,000	14,745
104089	Smart Cities Smart City Working Group Projects	0	0	80,478	0	80,478	3,219	83,697	83,698
100692	Branch - Urban Landscapes Stronger Communities Grant \$9m Stronger Communities \$9m-Bungendore sports hub Stage	0	233,279	313,500	323,000	869,779	0	869,779	2,088,981
104573	BLERF - Bushfire Local Economic Recovery Fund BLERF - Bungendore Playground	895,370	0	35,815	67,000	998,185	0	998,185	214,499
100177	CBD Transformation Strategy QBN - CBD Improvements - Stage 2	0	16,905	0	0	16,905	0	16,905	0
100285	Parks and Reserves QBN - Showground Pavillion & Storage	638,061	0	-23,060	0	615,001	0	615,001	2,340
100891	QBN - Showground buildings refurb	200,000	0	0	0	200,000	0	200,000	0
104245	BWD - Braidwood Recreation Ground Drainage channel,	156,000	0	0	0	156,000	0	156,000	43,403
104658	Nerriga Recreation Area and Main Street upgrade BSR00	0	0	0	0	0	283,500	283,500	0
100977	Playgrounds BWD - Braidwood Skatepark Drainage	0	0	0	0	0	1,541	1,541	1,064
104598	Public Conveniences QBN - Women's Change rooms at Freebody Oval	0	0	440,440	0	440,440	0	440,440	44,075

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED	Actual	
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget	for Council Resolution	year end result	YTD
		\$	\$	\$	\$	\$	\$	\$	\$
	Sports Fields								
100184	QPR - Regional Sports Complex - Stage 1 and 2	14,600,000	0	0	-6,573,000	8,027,000	0	8,027,000	2,054,766
100557	Braidwood Recreation Ground Construction	260,000	0	0	0	260,000	0	260,000	101,756
104444	QBN High Street Soccer Pitches	0	0	0	0	0	0	0	1
104537	QBN - Upgrade to Cricket Pavillion at QBN Park	0	0	0	0	0	0	0	4
104615	Karabar Netball Courts Change Rooms	0	0	0	541,889	541,889	0	541,889	0
	Branch - Transport & Facilities								
	Safer Roads and Blackspot Projects								
101217	QBN - Uriarra/Ross/Storna way - traffic changes	0	0	0	0	0	9,422	9,422	9,423
	DRFA Flood Damage Feb 2020 – Local Roads								
104552	DRFA Floor Damage Feb 2020 - Little Bombay Road Bridge	0	0	70,660	0	70,660	0	70,660	1,940
	DRFA Flood Damage Aug 2020 - Local Roads								
104551	DRFA Flood Damage - August 2020 - Gumms Rd Bridges	0	0	0	0	0	7,744	7,744	7,743
Various	Local Rds Reseal Program	3,500,000	0	-1,237,226	0	2,262,774	-215,728	2,047,046	1,181,203
	Local Rds Resheeting Program								
101004	Local Road - Resheeting Program	0	0	520,000	0	520,000	0	520,000	0
	Regional Rds Reseal Program								
102023	Nerriga Road (MR92) reseal and heavy patching	0	0	0	0	0	187,470	187,470	172,777
102094	BGD - Bungendore Rd Reseal	0	0	0	0	0	29,261	29,261	0
	Roads to Recovery Program								
101013	QPR - Road to Recovery Budget Only - Capital	1,588,817	0	-1,588,817	0	0	0	0	0
101219	QBN - Burra S bends	0	0	30,000	0	30,000	60,000	90,000	85,787
101651	R2R 20/21 Oallen Road Segments 70-80 - Stabilisation	0	0	0	0	0	6,900	6,900	6,901
101653	R2R 20/21 Bungendore Road - Stabilisation	0	0	0	0	0	0	0	56
101654	R2R - FLR 20/21 Majors Creek Road - Stabilisation	0	0	1,466,790	0	1,466,790	61,400	1,528,190	1,265,976
101664	R2R 21/22 Araluen Road -	0	0	450,000	0	450,000	0	450,000	64,960
101665	R2R 21/22 Bombay Road	0	0	320,000	0	320,000	0	320,000	53,075
101666	R2R 21/22 Bungendore Road	0	0	307,909	0	307,909	0	307,909	58,240
101667	R2R 21/22 Burra Road	0	0	450,000	0	450,000	0	450,000	493

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original		Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget			
		\$	\$	\$	\$	\$		\$	\$
104568	GSFAC Gov Support Fire affected councils QPR - BCRRF Steam 2 Solar&Essential Battery Backup RFS	0	0	0	0	0	104,000	104,000	47,840
104553	DRFA Fire Damage Nov 2019 - Local Rds DRFA Fire Damage Nov 2019-Monga Lane Bridge (Lyons Br	0	0	40,551	0	40,551	0	40,551	361
100698	Stronger Communities Grant \$9m Stronger Communities \$9m – Aquatic Centre paint and res	0	30,000	0	0	30,000	0	30,000	0
102062	\$70m Monaro Package BWD - MR92 Section 1 - Construct & Seal - Grants Nerriga	0	0	34,383	0	34,383	3,314	37,697	37,697
102063	MR92 Section 2 - Construct & Seal - Stewarts Crossing Pro	0	0	0	0	0	3,093	3,093	3,093
102064	MR92 Section 3 - Construct & Seal - Ningenimble Project	7,280,000	0	-3,318,137	0	3,961,863	-751,428	3,210,435	59,133
102065	BWD-MR92 Section 4-Reconstruct widen & seal-Durran D	0	1,786,385	-71,971	0	1,714,414	743,188	2,457,602	2,225,337
102067	MR92 Section 6 - Recon widen & seal - Oallen Rd to Willo	0	0	0	0	0	2,357	2,357	2,356
102076	BGD - Roundabout on Malbon St	2,227,365	8,373	-325	0	2,235,413	46,807	2,282,220	1,829,291
102088	MR92 Section 18 – Construct Intersection with MR51	0	637,523	0	0	637,523	0	637,523	334,936
102113	TNSW Road & Bridge Renewal Programs BWD– Cooma Road - Brick Kiln Bridge Replacement	1,364,000	0	0	0	1,364,000	0	1,364,000	837,205
104160	BGD - Gidleigh Lane – Gidleigh Bridge Replacement	0	0	214,240	0	214,240	0	214,240	98,280
104513	CFL - Foxlow St - Molonglo River Bridge Replacement - FCB	924,000	0	0	0	924,000	0	924,000	918,891
104514	BWD - Wallaces Gap Rd - Back Creek Bridge Replacement	939,840	0	0	0	939,840	0	939,840	270,492
104515	BWD- River Forest Rd-Mongarlowe River Bridge Replacem	781,440	0	0	0	781,440	0	781,440	261,863
104168	RFS Infrastructure Projects BWD - Araluen RFS Station – Design and Construction	0	0	0	0	0	0	0	211
104169	BGD - Mulloon RFS Station – Design and Construction	0	727,704	0	0	727,704	-712,104	15,600	1,347

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget	for Council Resolution	
		\$	\$	\$	\$	\$	\$	\$
	LRCI Funded Projects							
104365	BGD - Butmaroo St Seal - LRCI funding	0	0	5,833	0	5,833	0	5,833
104366	BGD - Majara Street Seal - LRCI funding	0	8,393	-818	0	7,575	0	7,575
104368	QBN - Williamsdale Road Seal - LRCI Funding	0	610,303	0	0	610,303	0	610,303
104369	BWD - Skate Park - LRCI Funding	0	8,363	0	0	8,363	0	8,363
104516	BGD - Hoskinstown road - LRCI - Phase 2	350,000	0	349,955	0	699,955	0	699,955
104517	BGD - Bridge over Halfway Creek - LRCI Phase 2	325,000	324,409	0	0	649,409	0	649,409
104518	QBN - NER - Bindi Brook Causeway - LRCI - Phase 2	300,000	299,725	0	0	599,725	0	599,725
104519	QBN - Williamsdale Rd Extend Seal - LRCI - Phase 2	337,299	332,255	2,099,945	0	2,769,499	0	2,769,499
	Local Road Rehabilitation							
101300	Local Roads Rehabilitation	624,000	0	551,226	0	1,175,226	-854,982	320,244
101726	Plains Road Pavement Rehabilitation	0	0	0	0	0	57,143	57,143
101727	BWD - Wallace Street pavement(Kings Highway – East)	0	0	0	80,000	80,000	33,000	113,000
101728	BWD - Old Gold Mines Road Rehabilitation	0	0	0	0	0	6,111	6,111
101736	Work on Intersection - turn lanes into industrial areas	0	0	0	0	0	100,000	100,000
	BLERF - Bushfire Local Economic Recovery Fund							
104574	BLERF - QPRC Araluen Campground Fire affected	751,500	0	30,060	0	781,560	-781,560	0
104638	BLERF - QPRC Stoney Creek Community Hall Fire Effected	0	0	0	0	0	0	0
	Bicentennial Hall							
100884	QBN - Bicentennial Hall Ongoing Refurbishment	0	0	0	20,000	20,000	0	20,000
100959	QBN - Upgrade Bicentennial Hall - RCF Stage 1 & 2	0	238,606	0	0	238,606	0	238,606
	Bridges and Culverts							
104161	BWD - Mayfield Road – Reedy Creek Bridge Replacement	0	683,020	416,000	0	1,099,020	0	1,099,020

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original		Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget			
		\$	\$	\$	\$	\$		\$	\$
	Bus Stops								
104455	QPRC - 2019-21 CPTIGS Bus Shelter Installation	0	107,536	-4,136	0	103,400	0	103,400	14,620
	Carparks								
100861	BGD- car park off Ellendon St	1,063,920	0	0	0	1,063,920	111,210	1,175,130	1,196,131
100862	BWD- Carpark Wallace St	852,800	0	0	0	852,800	-800,800	52,000	48,268
	Community Centres								
104077	CFL - Hall Replace Leaking Roof	0	41,143	0	0	41,143	0	41,143	0
	Council Offices								
100972	BWD - Office Refurbish & Smart Hub	260,000	0	0	0	260,000	-260,000	0	0
	Depots								
104087	QBN- Construction of Googong Sub-Depot - Parks	0	196,612	0	0	196,612	0	196,612	13,572
104155	BGD - Depot Washbay Construction	0	28,264	0	0	28,264	0	28,264	6,844
104156	BWD - Depot Washbay Construction	0	29,778	0	0	29,778	0	29,778	0
104290	QBN Depot - Fire services compliance works	62,400	0	0	0	62,400	0	62,400	0
	Disaster Management								
104070	QBN - Emergency Response Centre - Flood Damage	0	0	0	0	0	46,000	46,000	0
	Local Road Rehabilitation / Stabilisation								
101297	BGD - Rehab Tarago Road Between Mt Fairy and Goulburn	1,040,000	0	0	0	1,040,000	0	1,040,000	122,999
101596	QBN - Gilmore Road - Stabilisation	0	0	0	0	0	145,838	145,838	0
101598	QBN - Edwin Land Parkway - Stabilisation - S94 funded	0	0	0	0	0	175,430	175,430	517
	Other Land and Buildings								
100941	External Repairs to the Visitor Information Centre	0	0	0	0	0	0	0	145
104292	QBN Westpac/Headspace replace HVAC system	0	0	0	0	0	0	0	1,492
	Other Road Works								
100769	Oallen Ford Road Heavy Patching	0	0	0	0	0	0	0	134,995
101459	QBN- Dunns Creek Road -Design and Land acquisition	5,000,000	0	0	0	5,000,000	-5,000,000	0	0
101661	Little Burra Road – Road Reserve Creation and upgrade	0	0	0	0	0	20,500	20,500	20,176
101662	Sealing of Roads in Captains Flat Due to Lead Contaminat	0	0	187,821	0	187,821	0	187,821	162,523

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget	for Council Resolution	
		\$	\$	\$	\$	\$	\$	\$
	Parks and Reserves							
104086	QBN - Railway park lighting and CCTV safety Project	0	0	0	0	0	0	43,724
104495	BWD-Upgrade and installation of lighting Braidwood Sho	0	489,875	0	0	489,875	0	4,857
104496	BWD-Upgrade of electrical supply at Braidwood Showgro	0	249,402	0	0	249,402	0	14,262
	Queanbeyan Aquatic Centre							
104291	QBN Aquatic Centre HVAC/ Boiler replacement	0	287,557	0	0	287,557	0	4,763
	Regional Roads							
102002	MR92 - Nerriga Rd - Capital	0	0	0	0	0	0	8
102006	CFL - MR270 - Captains Flat Rd - Capital	165,360	0	0	-165,360	0	0	0
102012	BWD - Cooma Rd/Krawaree Rd - Capital	278,720	0	0	-278,720	0	0	0
102089	MR92 – Construction of Charleyong Bridge Approaches (R	0	0	0	0	0	53,663	53,664
102098	CFL - Captains Flat Road Reconstruction \$10M	3,000,000	0	0	0	3,000,000	0	617,537
102099	BGD - Macs Reef Road - Stabilisation	0	0	0	0	0	1,997	1,941
102100	BWD - Cooma Road - Stabilisation	0	0	0	0	0	565,684	67
102111	QPR - Old Cooma Road - Stabilisation	0	0	0	0	0	16,021	8,685
	Regional Roads Repair Program							
102073	BWD-MR270 Cooma Road RRRP 19/20 Jinglemoney Rd to C	792,480	0	0	-15,476	777,004	0	3,055
	Security							
100359	QPR - Security Project - Access Control and key replaceme	0	99,390	3,976	-9,600	93,766	-6,770	0
	The Q							
104073	QBN- The Q Performing Arts - Fire System	0	392,423	0	0	392,423	0	0

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED	Actual	
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget	for Council Resolution	year end result	YTD
		\$	\$	\$	\$	\$	\$	\$	\$
	Branch - Utilities								
	South Jerrabomberra Business Park								
104349	QBN Stormwater infrastructure for South Jerra Innovation	0	0	0	104,000	104,000	0	104,000	107,754
700226	QBN - Water Connection Jerra Business Park	0	1,413,060	1,204	0	1,414,264	0	1,414,264	168,616
700227	QBN - Sewer Connection Jerra Business Park	0	2,042,748	1,936	0	2,044,684	0	2,044,684	235,704
	Fleet and Plant								
800000	QPRC Plant Purchases	1,000,000	0	1,080,000	920,000	3,000,000	0	3,000,000	1,785,947
800010	Plant Replacement Program	2,080,000	0	-1,080,000	0	1,000,000	0	1,000,000	726,684
	Disaster Management								
104576	QPR - Emergency Operations Centres Upgrade	0	0	131,465	0	131,465	0	131,465	43,769
	Googong Water Recycling Plant								
100119	QBN - Googong Water Recycling Plant	208,000	0	0	0	208,000	0	208,000	46,260
	Landfill Rehabilitation								
100548	BGD - Bungendore Landfill Reinstatement	1,456,000	0	936,000	0	2,392,000	0	2,392,000	486,467
710036	Braidwood Landfill reinstatement	1,560,000	0	-1,040,000	-270,000	250,000	0	250,000	0
	Other Sewerage Treatment Plant								
700140	BGD - STP Recycled Water System	2,405,520	0	1,193,936	0	3,599,456	0	3,599,456	2,826,255
700203	BGD - STP Stage 1 2018-19	0	0	0	100,000	100,000	0	100,000	0
	Pump Stations								
700039	Days Hill Water Pump Station	1,507,907	0	1,194,734	-754,347	1,948,294	0	1,948,294	695,547
700041	North Elmslea Pressure Pump Station	962,000	0	0	-962,000	0	0	0	0
700043	Shoalhaven Pump station and rising main	52,000	0	83	-52,083	0	0	0	0
700213	QBN Sewer Pump stations	52,000	0	83	0	52,083	0	52,083	0
700251	QBN - Upgrade of Capital Terrace - Sewer Pump Station	0	43,222	70	-13,957	29,334	0	29,334	29,334

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED year end result	Actual	
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget		for Council Resolution	YTD
		\$	\$	\$	\$	\$		\$	\$
	Sewer Collection Network								
700168	QPR - Sewer connections – Palerang	20,800	0	33	0	20,833	0	20,833	17,829
700169	QBN - Sewer connections – Queanbeyan	20,800	0	33	0	20,833	0	20,833	0
	Sewerage Treatment Plant								
100123	QBN - Sewage Treatment Plant Upgrade	31,403,613	0	0	0	31,403,613	-26,000,000	5,403,613	2,802,565
700202	QBN - Telemetry	52,000	0	83	0	52,083	0	52,083	0
700280	QBN - QSTP pond embankment drainage filter	0	353,590	565	0	354,155	0	354,155	0
	Solid Waste Management								
710035	Nerriga Waste Transfer Station	500,000	0	0	0	500,000	0	500,000	0
	Stormwater Infrastructure								
104498	Maslin Place drainage	0	0	1,040	0	1,040	0	1,040	0
104539	BGD - Stormwater Improvements Program Bungendore	40,000	0	-40,000	0	0	0	0	0
104540	BWD - Stromwater Improvement Program Braidwood	23,000	0	-23,000	0	0	0	0	0
700031	QBN - Stormwater Improvement Program	447,000	0	-410,422	0	36,578	0	36,578	0
	Telemetry								
100148	QBN - Water Telemetry - Radio Up/Gs	0	0	0	0	0	0	0	0
	Water Mains								
700038	Currandooly Clear Water delivery main	2,769,000	0	0	-2,080,000	689,000	0	689,000	4,968
700193	QBN - Mains	780,000	0	1,248	0	781,248	0	781,248	0
700215	Googong PRV Gorman Drive	0	0	0	0	0	0	0	185
700278	QBN - Ross Road Water Main (Uriarra Rd to Surveyor St)	0	312,410	336	-259,706	53,040	0	53,040	50,799
700290	Water Main Replacement Lascelles Street	0	0	194,779	-20,638	174,141	0	174,141	166,362
	Water Services								
700166	QPR - Water connections – Palerang	26,000	0	42	0	26,042	0	26,042	30,898
700167	QBN - Water connections – Queanbeyan	72,800	0	4,693	0	77,492	0	77,492	66,648
700282	QBN - Connection to reticulation for South Jerra bomberra	0	0	0	0	0	0	0	6,989

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original		Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRS - Sept	QBRS - Dec	Budget			
		\$	\$	\$	\$	\$		\$	\$
	Water Storage								
700036	Jim Gray Bore	629,182	0	29,840	-282,332	376,690	0	376,690	115
700037	Bungendore East Bore	642,442	0	109,282	-258,555	493,170	0	493,170	87,171
700040	North Elmslea Reservoir	2,469,612	0	946,836	-1,531,838	1,884,610	0	1,884,610	0
700192	BGD - Reservoir 2021-22	0	86,088	138	0	86,226	0	86,226	0
	Water Treatment								
700042	Currandooley WTP MKII	419,150	0	0	0	419,150	0	419,150	87,138
700191	BGD - Water Treatment Plant Upgrade	0	410,010	656	50,035	460,701	0	460,701	417,916
	Branch - Contracts and Projects								
	South Jerrabomberra Business Park								
104107	QBN - South Jerrabomberra Northern Entry Road	2,080,000	0	0	7,205,000	9,285,000	0	9,285,000	9,178,140
	Safer Roads and Blackspot Projects								
101296	QBN-Blackspot-Crawford,Antill & Erin Intersection Safety	640,000	50,671	-1,878	0	688,793	-555,733	133,060	80,007
104248	QBN - Safer Roadst - OCR/Railway Crossing Curve Upgrade	0	0	24,526	0	24,526	0	24,526	2,369
104249	BWD - Safer Roads - Araluen rd – Corridor Safety Treatment	0	0	9,821	0	9,821	0	9,821	22,724
104555	QBN-Share Path Upgrade on Ellerton Drive QBN - TfNSW F	0	0	788	-788	0	0	0	0
	\$70m Monaro Package								
100133	QBN - Old Cooma Road Stage 2 - Googong Rd - ELP	0	0	3,240	0	3,240	0	3,240	5,139
	LRCI Funded Projects								
100701	Stronger Communities \$9m – Lascelles Street upgrade B'w	1,161,488	0	8,367	0	1,169,855	-1,144,748	25,107	19,387
100869	QBN - River Path to Barracks Flat Dr (#3-5)	0	0	0	0	0	0	0	1,068
	Road Safety								
104596	QBN AGBSP - Collett St and Antill Intersection Upgrade	0	0	69,203	0	69,203	0	69,203	10,156
104597	AGBSP - Captains Flat Rd - High-Risk Curve Safety	0	0	302,437	0	302,437	0	302,437	9,976

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original		Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec	Budget			
		\$	\$	\$	\$	\$		\$	\$
104572	BLERF - Bushfire Local Economic Recovery Fund BLERF - Braidwood Skatepark	680,660	0	27,226	-707,886	0	0	0	0
	Carparks								
100856	QBN-Morriset carpark and public domain	6,935,943	0	-6,935,943	0	0	0	0	0
104538	QBN - Crawford Street Carpark Upgrade- CBD Stage 6	0	0	0	0	0	0	0	29
	CBD Transformation Strategy								
100894	QBN - Monaro St (Lowe to Crawford)	13,000,000	2,129,949	0	0	15,129,949	-14,652,720	477,229	142,214
	Council Offices								
100265	QBN Civic & Cultural Precinct	45,482,920	-496,920	-17,563,000	-6,333,635	21,089,365	0	21,089,365	11,836,019
104458	BGD - Bungendore Office Relocation	4,810,000	0	50,960	0	4,860,960	0	4,860,960	1,338,632
	Cycle, Pedestrian and Mobility								
104247	QBN - Rosa St School Pedestrian - Upgrade	0	26,000	0	0	26,000	0	26,000	456
104250	QBN - Cooma st / Glebe Avenue Pedestrian Safety Upgrade	0	62,400	0	0	62,400	0	62,400	0
104362	BWD - Footpath Wallace St Braidwood	0	0	0	0	0	0	0	48,663
104506	BWD - Shared path Wallace St to Services Club	198,224	0	0	0	198,224	0	198,224	0
104507	BWD - Shared Path Duncan St to Wallace St and Monkitee	125,008	0	0	0	125,008	0	125,008	0
104508	BWD - Footpath Elrington St between Wilson St and Dunca	34,944	0	0	0	34,944	0	34,944	0
	Flood Management								
104212	Bungendore Flood Risk Management Implementation Mea	0	70,872	2,835	0	73,707	0	73,707	68,421
	Other Road Works								
100150	QBN - Elerton Drive Extension	0	0	7,488	0	7,488	0	7,488	21,879

QUARTERLY BUDGET REVIEW STATEMENT

Project	Description	Original	Approved Changes		Revised	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		Budget	Carry Overs	QBRs - Sept	QBRs - Dec			
		\$	\$	\$	\$			
	Branch - Workplace & Governance							
	Property Investment / Divestment							
104604	Land Sale 289 Badgery Road, Burra NSW 2620 (Lot 32 DP 2	0	0	6,240	0	6,240	0	19,855
104669	Land Sale Lot 11,12 and 13 DP 574879 Majors Creek	0	0	0	0	0	12,000	0
	Branch - Digital							
	Digital Devices							
100122	Computer Hardware Replacement Program	70,000	0	0	0	70,000	0	65,563
	Network							
100168	Network Hardware Replacement Program	90,000	0	0	0	90,000	102,000	92,020
	Applications							
104116	QPR - Facilities booking system	0	12,465	2,579	0	15,044	0	9,308

QUARTERLY BUDGET REVIEW STATEMENT

FINANCIAL REPORTS - 5 – CASH AND RESERVES STATEMENTS

Natural Account	Natural Account Description	General Fund	Water Fund	Sewer Fund	Trust Funds	Total
		\$	\$	\$	\$	\$
Cash and Investments						
	Cash Assets	71,768,722	37,004,553	76,382,451	356,498	185,512,224
External Restrictions in Liabilities						
900	Ext Res Liab - GF Unexpended Loans	-10,343,705	0	0	0	-10,343,705
901	Ext Res Liab - WF Unexpended Loans	0	0	0	0	0
	Total Ext Rest in Liabilities	-10,343,705	0	0	0	-10,343,705
External Restrictions Developer Contributions						
910	Ext Res Developer - Roads	25,460,674	0	0	0	25,460,674
911	Ext Res Developer - Parking	73,472	0	0	0	73,472
912	Ext Res Developer - Open Space	275,479	0	0	0	275,479
913	Ext Res Developer - Community Facilities	4,362,515	0	0	0	4,362,515
914	Ext Res Developer - Bushfire	190,803	0	0	0	190,803
915	Ext Res Developer - Waste	303,101	0	0	0	303,101
916	Ext Res Developer - Rural Addressing	18,945	0	0	0	18,945
917	Ext Res Developer - Recreation Facilities	1,177,581	0	0	0	1,177,581
919	Ext Res Developer - Pathway	551,795	0	0	0	551,795
920	Ext Res Developer - Street Upgrade	672,064	0	0	0	672,064
921	Ext Res Developer - Other	1,503,628	0	0	0	1,503,628
923	Ext Res Developer - S711 Planning Agreement	1,756,555	0	0	0	1,756,555
924	Ext Res Developer - WF	0	5,670,714	0	0	5,670,714
925	Ext Res Developer - SF	0	0	10,390,716	0	10,390,716
	Total Ext Rest Dev Contributions	36,346,612	5,670,714	10,390,716	0	52,408,042

QUARTERLY BUDGET REVIEW STATEMENT

Natural Account	Natural Account Description	General Fund	Water Fund	Sewer Fund	Trust Funds	Total
		\$	\$	\$	\$	\$
External Restrictions Grants						
940	Ext Res Unexp Grants - GF	20,052,919	0	0	0	20,052,919
	Total Ext Rest Grants	20,052,919	0	0	0	20,052,919
External Restrictions Other						
943	Ext Res Other - SEWOL	0	0	0	326,026	326,026
944	Ext Res Other - Trust	0	0	0	30,473	30,473
945	Ext Res Other - SF	0	0	65,991,736	0	65,991,736
946	Ext Res Other - WF	0	31,333,838	0	0	31,333,838
947	Ext Res Other - DWM	10,201,917	0	0	0	10,201,917
948	Ext Res Other - Stormwater	122,151	0	0	0	122,151
949	Ext Res Other - GF	290,105	0	0	0	290,105
	Total Ext Rest Other	10,614,172	31,333,838	65,991,736	356,498	108,296,244
Internal Restrictions						
950	Int Res - Plant & Vehicle	171,140	0	0	0	171,140
951	Int Res - Infrastructure	1,488,879	0	0	0	1,488,879
952	Int Res - Employees Leave Entitlement	479,973	0	0	0	479,973
953	Int Res - Deposits, Bonds, Retentions	196,327	0	0	0	196,327
954	Int Res - Corporate Reserve	1,045,031	0	0	0	1,045,031
955	Int Res - BWM	6,080,074	0	0	0	6,080,074
956	Int Res - WH&S	323,019	0	0	0	323,019
958	Int Res - Heritage Grant Program	73,885	0	0	0	73,885
959	Int Res - Property Reserve	673,227	0	0	0	673,227
960	Int Res - Env & Sustainability	283,218	0	0	0	283,218
961	Int Res - Elections	405,732	0	0	0	405,732
962	Int Res - Revolving Energy	80,862	0	0	0	80,862
963	Int Res - Strategic	135,277	0	0	0	135,277
990	Int Res - Other	295,516	0	0	0	295,516
	Total Internal Restrictions	11,732,160	0	0	0	11,732,160
Total Restrictions		68,402,159	37,004,553	76,382,451	356,498	182,145,661
Unrestricted Cash		3,366,563	0	0	0	3,366,563

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 9.13 INVESTMENT REPORT - APRIL 2022

ATTACHMENT 1 INVESTMENT REPORT PACK - APRIL 2022



Investment Report Pack

Queanbeyan-Palerang Regional Council

As At 30 April 2022



Contents

1. Budget vs Actual Interest Income 1 July 2021 to 30 June 2022
2. Portfolio Valuation As At 30 April 2022
3. Portfolio Compliance As At 30 April 2022
4. Portfolio Statistics For Period Ending 30 April 2022



1. Budget vs Actual Interest Income 1 July 2021 to 30 June 2022

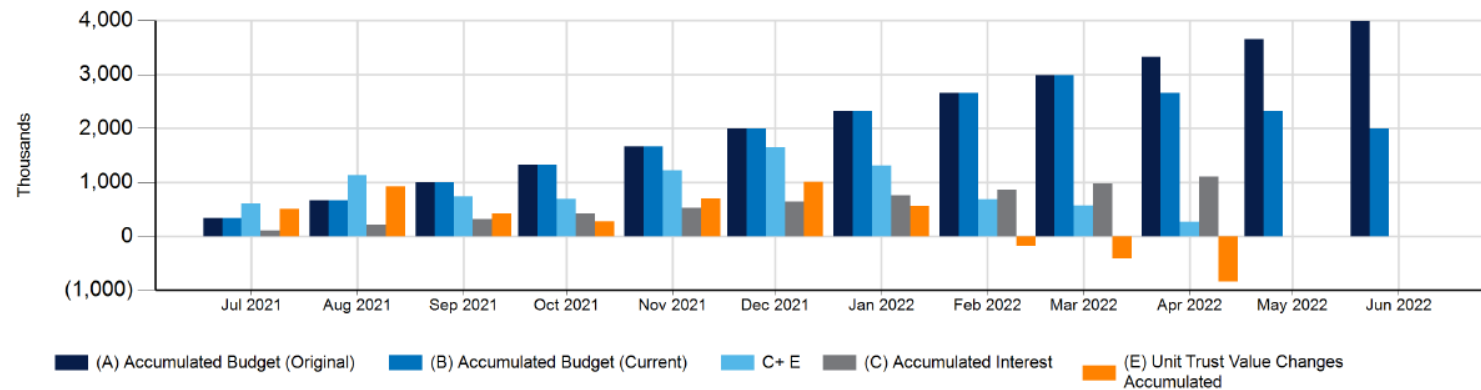
Month / Year	(A) Income Interest Budget (Original) Running Total	Interest Income Budget (Current) For Month	(B) Interest Income Budget (Current) Running Total	(T) Interest Income Received/Accrued For Month	(C) Interest Income Received/Accrued Running Total	Accrued Interest Acquired For Month	Accrued Interest Acquired Running Total	(U) Unit Trust Market Value Changes	(E) Unit Trust Market Value Changes Running Total	'Return' For Month (T+U)
Jul 2021	332,474.00	332,474.00	332,474.00	99,994.53	99,994.53	2,860.00	2,860.00	502,480.32	502,480.32	602,474.85
Aug 2021	664,948.00	332,474.00	664,948.00	108,854.22	208,848.75	(3,600.00)	(740.00)	419,359.92	921,840.24	528,214.14
Sep 2021	997,422.00	332,474.00	997,422.00	104,049.78	312,898.53	0.00	(740.00)	(500,445.32)	421,394.92	(396,395.54)
Oct 2021	1,329,896.00	332,474.00	1,329,896.00	107,427.11	420,325.64	0.00	(740.00)	(148,386.36)	273,008.56	(40,959.25)
Nov 2021	1,662,370.00	332,474.00	1,662,370.00	106,302.66	526,628.30	0.00	(740.00)	424,031.09	697,039.65	530,333.75
Dec 2021	1,994,844.00	332,474.00	1,994,844.00	113,515.70	640,144.00	0.00	(740.00)	312,980.48	1,010,020.13	426,496.18
Jan 2022	2,327,318.00	332,474.00	2,327,318.00	114,387.95	754,531.95	0.00	(740.00)	(451,713.85)	558,306.28	(337,325.90)
Feb 2022	2,659,792.00	332,474.00	2,659,792.00	105,842.49	860,374.44	(1,500.00)	(2,240.00)	(738,724.10)	(180,417.82)	(632,881.61)
Mar 2022	2,992,266.00	332,474.00	2,992,266.00	116,508.22	976,882.66	0.00	(2,240.00)	(230,941.30)	(411,359.12)	(114,433.08)
Apr 2022	3,324,740.00	(334,193.00)	2,658,073.00	130,466.24	1,107,348.90	(22,800.00)	(25,040.00)	(433,232.18)	(844,591.30)	(302,765.94)
May 2022	3,657,214.00	(334,193.00)	2,323,880.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Jun 2022	3,989,688.00	(334,193.00)	1,989,687.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		1,989,687.00		1,107,348.90		(25,040.00)		(844,591.30)		262,757.60

Notes on Table Above

1A. The numbers shown in Column T are the accrual interest amounts for that month combined with the At Call Deposit, Unit Trust and Unassigned interest and distribution income received during that month.

1B. The accruals shown in this section have been calculated using each security's coupon schedule.

Accumulated Budget vs Actual (Accruals Based Upon Coupon Payment Schedules)





2. Portfolio Valuation As At 30 April 2022

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit													
AMP QPRC At Call	S&P ST A2		870,376.40	1.00000000	870,376.40	100.000	0.000			870,376.40	0.47%	0.50%	
BENAU At Call	Moodys A3		17,146.72	1.00000000	17,146.72	100.000	0.000			17,146.72	0.01%	0.05%	
BENAU transaction At Call	Moodys A3		4,441.93	1.00000000	4,441.93	100.000	0.000			4,441.93	0.00%	0.00%	
NAB At Call	S&P AA-		17,383,936.39	1.00000000	17,383,936.39	100.000	0.000			17,383,936.39	9.47%	0.40%	
NAB General At Call	S&P AA-		7,447,269.17	1.00000000	7,447,269.17	100.000	0.000			7,447,269.17	4.06%	0.10%	
NAB Links At Call	S&P AA-		1,607,730.10	1.00000000	1,607,730.10	100.000	0.000			1,607,730.10	0.88%	0.10%	
			27,330,900.71		27,330,900.71					27,330,900.71	14.89%		0.30%
Fixed Rate Bond													
MACQ 1.7 12 Feb 2025 Fixed	Moodys A2	AU3CB0270387	6,000,000.00	1.00000000	6,000,000.00	94.335	0.357			5,681,520.00	3.10%	1.66%	
NTTC 0.8 15 Jun 2024 - Issued 16 Mar 2021 - Queanbeyan Regional Council Fixed	Moodys Aa3		5,000,000.00	1.00000000	5,000,000.00	100.000	0.699			5,034,950.00	2.74%	0.80%	
NTTC 1.1 15 Dec 2024 - Issued 16 Sep 2020 Fixed	Moodys Aa3		3,000,000.00	1.00000000	3,000,000.00	100.000	0.410			3,012,300.00	1.64%	1.10%	
NTTC 1.1 15 Jun 2025 - Issued 16 Mar 2021 - Queanbeyan Regional Council Fixed	Moodys Aa3		5,000,000.00	1.00000000	5,000,000.00	100.000	0.961			5,048,050.00	2.75%	1.10%	
SunBank 2.5 25 Jan 2027 Fixed	S&P AA-	AU3CB0285955	5,000,000.00	1.00000000	5,000,000.00	92.722	0.649			4,668,550.00	2.54%	2.66%	
			24,000,000.00		24,000,000.00					23,445,370.00	12.77%		1.49%
Flexi Deposit (Fix/Float)													
Westpac 2.96 25 Oct 2022 1826DAY FD	S&P ST A1+		2,000,000.00	1.00000000	2,000,000.00	100.000	0.032			2,000,648.76	1.09%	1.48%	
Westpac 2.89 07 Dec 2022 1827DAY FD	S&P ST A1+		3,000,000.00	1.00000000	3,000,000.00	100.000	0.428			3,012,826.86	1.64%	1.09%	
			5,000,000.00		5,000,000.00					5,013,475.62	2.73%		1.24%
Floating Rate Deposit													
Westpac 1.01 17 Apr 2024 1827DAY FRD	S&P AA-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.031			3,000,944.79	1.63%	1.05%	
Westpac 1.29 Apr 2024 1827DAY FRD	S&P AA-		4,000,000.00	1.00000000	4,000,000.00	100.000	0.003			4,000,133.12	2.18%	1.21%	
Westpac 0.98 03 Jul 2024 1827DAY FRD	S&P AA-		5,000,000.00	1.00000000	5,000,000.00	100.000	0.071			5,003,569.10	2.73%	1.00%	
			12,000,000.00		12,000,000.00					12,004,647.01	6.54%		1.08%
Floating Rate Note													
Auswide 1.05 17 Mar 2023 FRN	Moodys Baa2	AU3FN0053567	2,500,000.00	1.00000000	2,500,000.00	100.321	0.143			2,511,600.00	1.37%	1.21%	
BENAU 1.05 25 Jan 2023 FRN	Moodys A3	AU3FN0040523	1,500,000.00	1.00000000	1,500,000.00	100.367	0.013			1,505,700.00	0.82%	1.58%	
CBA 0.88 25 Jul 2022 FRN	Moodys Aa3	AU3FN0037198	2,000,000.00	1.00000000	2,000,000.00	100.099	0.012			2,002,220.00	1.09%	1.41%	
CBA 0.93 16 Aug 2023 FRN	S&P AA-	AU3FN0044046	1,500,000.00	1.00000000	1,500,000.00	100.569	0.199			1,511,520.00	0.82%	1.01%	
CBA 1.13 11 Jan 2024 FRN	S&P AA-	AU3FN0046561	5,000,000.00	1.00000000	5,000,000.00	100.893	0.071			5,048,200.00	2.75%	1.44%	
CUA 0.9 21 Feb 2023 FRN	S&P BBB	AU3FN0052924	1,100,000.00	1.00000000	1,100,000.00	100.243	0.179			1,104,642.00	0.80%	0.98%	
HSBCSyd 0.83 27 Sep 2024 FRN	S&P A+	AU3FN0050498	4,000,000.00	1.00000000	4,000,000.00	100.263	0.092			4,014,200.00	2.19%	1.05%	



Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
MACQ 0.84 12 Feb 2025 FRN	Moodys A2	AU3FN0052908	3,000,000.00	1.00000000	3,000,000.00	99.841	0.185			3,000,780.00	1.63%	0.91%	
MACQ 0.48 09 Dec 2025 FRN	Moodys A2	AU3FN0057709	2,000,000.00	1.00000000	2,000,000.00	98.208	0.087			1,965,900.00	1.07%	0.63%	
RACB 1.05 23 May 2022 FRN	Moodys Baa1	AU3FN0048328	800,000.00	1.00000000	800,000.00	100.040	0.200			801,920.00	0.44%	1.13%	
RACB 0.93 24 Feb 2023 FRN	S&P BBB+	AU3FN0053146	1,850,000.00	1.00000000	1,850,000.00	100.170	0.176			1,856,401.00	1.01%	1.01%	
ME Bank 0.98 18 Jul 2022 FRN	S&P BBB	AU3FN0048948	2,500,000.00	1.00000000	2,500,000.00	100.070	0.037			2,502,675.00	1.36%	1.34%	
NAB 0.905 Jul 2022 FRN	S&P AA-	AU3FN0036950	5,000,000.00	1.00000000	5,000,000.00	100.058	0.075			5,006,650.00	2.73%	1.14%	
NAB 0.93 26 Sep 2023 FRN	S&P AA-	AU3FN0044906	3,000,000.00	1.00000000	3,000,000.00	100.572	0.100			3,020,160.00	1.65%	1.15%	
NAB 1.04 26 Feb 2024 FRN	S&P AA-	AU3FN0046777	2,000,000.00	1.00000000	2,000,000.00	100.804	0.184			2,019,760.00	1.10%	1.12%	
NAB 0.92 19 Jun 2024 FRN	S&P AA-	AU3FN0048724	3,200,000.00	1.00000000	3,200,000.00	100.568	0.118			3,221,952.00	1.76%	1.10%	
NAB 0.72 25 Feb 2027 FRN	S&P AA-	AU3FN006528	4,000,000.00	1.00000000	4,000,000.00	99.251	0.138			3,975,560.00	2.17%	0.80%	
NPBS 1.4 06 Feb 2023 FRN	S&P BBB	AU3FN0040606	1,250,000.00	1.00000000	1,250,000.00	100.593	0.326			1,261,487.50	0.69%	1.47%	
SunBank 0.48 15 Sep 2026 FRN	Fitch A+	AU3FN0082964	2,000,000.00	1.00000000	2,000,000.00	98.018	0.078			1,961,920.00	1.07%	0.63%	
SunBank 0.78 25 Jan 2027 FRN	Fitch A+	AU3FN0065694	5,000,000.00	1.00000000	5,000,000.00	98.933	0.011			4,947,200.00	2.70%	1.31%	
			53,200,000.00		53,200,000.00					53,240,447.50	29.01%		1.10%
Term Deposit													
AMP 1 08 Mar 2023 364DAY TD	S&P ST A2		2,000,000.00	1.00000000	2,000,000.00	100.000	0.142			2,002,849.32	1.09%	1.00%	
BOQ 1.65 29 Mar 2023 364DAY TD	Moodys ST P-2		10,000,000.00	1.00000000	10,000,000.00	100.000	0.140			10,014,013.70	5.46%	1.65%	
ME Bank 0.85 03 Feb 2023 365DAY TD	Moodys ST P-2		2,000,000.00	1.00000000	2,000,000.00	100.000	0.200			2,004,005.48	1.09%	0.85%	
MYS 1.1 08 Mar 2023 364DAY TD	Moodys ST P-2		5,000,000.00	1.00000000	5,000,000.00	100.000	0.157			5,007,835.60	2.73%	1.10%	
NAB 0.65 04 Oct 2023 728DAY TD	S&P AA-		6,000,000.00	1.00000000	6,000,000.00	100.000	0.367			6,022,010.94	3.28%	0.65%	
NAB 0.8 28 Aug 2024 1098DAY TD	S&P AA-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.541			3,016,241.10	1.64%	0.80%	
Westpac 1.11 10 Nov 2023 730DAY TD	S&P AA-		7,000,000.00	1.00000000	7,000,000.00	100.000	0.240			7,016,817.29	3.82%	1.11%	
			35,000,000.00		35,000,000.00					35,083,773.43	19.11%		1.14%
Unit Trust													
NSWTC Long Term Growth Fund UT	S&P AA+		16,249,776.27		16,249,776.27			0.9915	16,389,579.3771	16,249,776.27	8.85%		
NSWTC Medium Term Growth Fund UT	S&P AA+		11,185,633.60		11,185,633.60			0.9734	11,491,066.1406	11,185,633.60	6.09%		
			27,435,409.87		27,435,409.87					27,435,409.87	14.95%		
Portfolio Total			183,966,310.58		183,966,310.58					183,554,024.14	100.00%		1.03%

Note: For holdings in unit funds and similar securities, the face value (original and current) columns will display market values.



3. Portfolio Compliance As At 30 April 2022

Short Term Issuer/Security Rating Group	Market Value	% Total Value
A2	19,899,080.50	10.84%
A1+	5,013,475.62	2.73%
Portfolio Total	24,912,556.12	13.57%

Market Value by Security Rating Group (Short Term)



Long Term Issuer/Security Rating Group	Market Value	% Total Value
BBB+ to BBB-	10,038,725.50	5.47%
A+ to A-	23,098,808.65	12.58%
AA+ to AA-	125,503,933.87	68.37%
Portfolio Total	158,641,468.02	86.43%

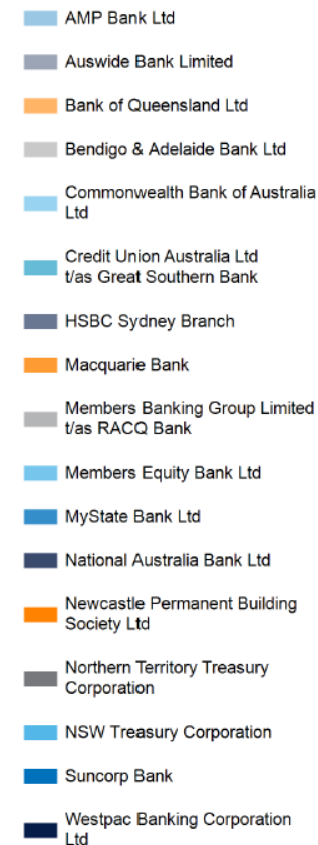
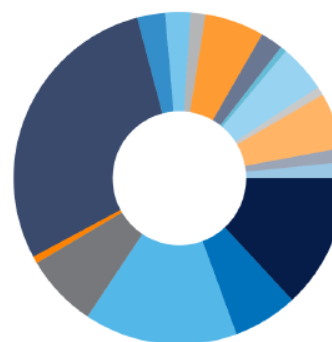
Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	2,873,225.72	1.57%
Auswide Bank Limited	2,511,600.00	1.37%
Bank of Queensland Ltd	10,014,013.70	5.46%
Bendigo & Adelaide Bank Ltd	1,527,288.65	0.83%
Commonwealth Bank of Australia Ltd	8,561,940.00	4.66%
Credit Union Australia Ltd t/as Great Southern Bank	1,104,642.00	0.60%
HSBC Sydney Branch	4,014,200.00	2.19%
Macquarie Bank	10,648,200.00	5.80%
Members Banking Group Limited t/as RACQ Bank	2,658,321.00	1.45%
Members Equity Bank Ltd	4,506,680.48	2.46%
MyState Bank Ltd	5,007,835.60	2.73%
National Australia Bank Ltd	52,721,269.70	28.72%
Newcastle Permanent Building Society Ltd	1,261,487.50	0.69%
Northern Territory Treasury Corporation	13,095,300.00	7.13%
NSW Treasury Corporation	27,435,409.87	14.95%
Suncorp Bank	11,577,670.00	6.31%
Westpac Banking Corporation Ltd	24,034,939.92	13.09%
Portfolio Total	183,554,024.14	100.00%

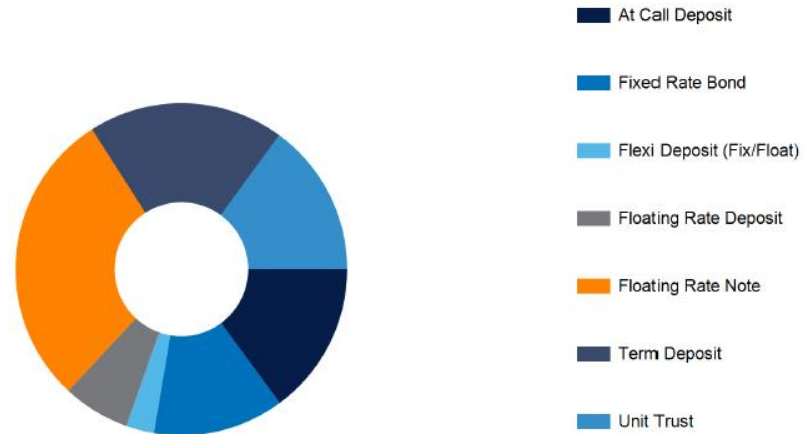
Market Value by Issuer





Security Type	Market Value	% Total Value
At Call Deposit	27,330,900.71	14.89%
Fixed Rate Bond	23,445,370.00	12.77%
Flexi Deposit (Fix/Float)	5,013,475.62	2.73%
Floating Rate Deposit	12,004,647.01	6.54%
Floating Rate Note	53,240,447.50	29.01%
Term Deposit	35,083,773.43	19.11%
Unit Trust	27,435,409.87	14.95%
Portfolio Total	183,554,024.14	100.00%

Market Value by Security Type





Term Remaining	Market Value	% Total Value
0 to < 1 Year	97,361,785.80	53.04%
1 to < 3 Years	63,625,058.34	34.66%
3 to < 5 Years	22,567,180.00	12.29%
Portfolio Total	183,554,024.14	100.00%

Note: Term Remaining is calculated using a weighted average life date (WAL) where appropriate and available otherwise the interim (initial) maturity date is used.

Market Value by Term Remaining



Investment Policy Compliance

Legislative Requirements	Fully compliant
Issuer	Fully compliant (32 limits)
Security Rating Group	Fully compliant (8 limits)
Term Group	Fully compliant (4 limits)



4. Portfolio Statistics For Period Ending 30 April 2022

Trading Book	1 Month	3 Month	12 Month	Since Inception
Queanbeyan-Palerang Regional Council				
Portfolio Return (1)	-0.28%	-0.89%	0.12%	1.97%
Performance Index (2)	-0.02%	-0.01%	0.02%	0.75%
Excess Performance (3)	-0.26%	-0.88%	0.10%	1.22%

Notes

- 1 Portfolio performance is the rate of return of the portfolio over the specified period
- 2 The Performance Index is the Bloomberg AusBond Bank Bill Index (Bloomberg Page BAUBIL)
- 3 Excess performance is the rate of return of the portfolio in excess of the Performance Index

Trading Book	Weighted Average Running Yield
Queanbeyan-Palerang Regional Council	1.03



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Report Code: TEPACK080EXT-00.09
Report Description: Investment Report Pack 080
Parameters:
Trading Entity: Queanbeyan-Palerang Regional Council
Trading Book: Queanbeyan-Palerang Regional Council
Settlement Date Base
Period End Date: 30 Apr 2022
Financial Year Start Date: 1 Jul 2021
Financial Year End Date: 30 Jun 2022
History Start Date: 1 Jan 2000
Exclude Cash
Exclude Unallocated Cash
Exclude Negative Unit Holdings
Trading Limit Parameters:
Use Face Value
Use Security Rating Group
Eliminate Issuer Parent Child Effect? No
Trading Entity Limits Only? No

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 9.13 INVESTMENT REPORT - APRIL 2022

ATTACHMENT 2 PORTFOLIO FOSSIL FUEL REPORT - APRIL 2022



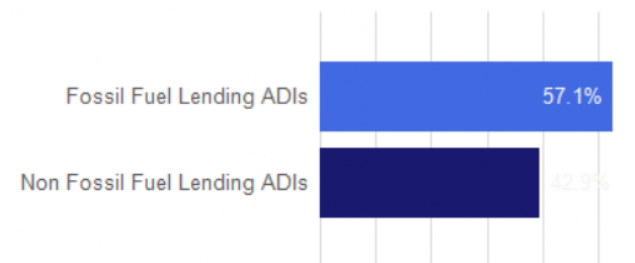
Portfolio Summaries At 30 April 2022

Portfolio Summary by Fossil Fuel Lending ADIs

ADI Lending Status	% Total	Current Period	% Total	Prior Period
Fossil Fuel Lending ADIs				
AMP Bank Ltd	1.6%	2,870,376.40	1.6%	2,870,376.40
Bank of Queensland Ltd	5.4%	10,000,000.00	5.4%	10,000,000.00
Commonwealth Bank of Australia Ltd	4.6%	8,500,000.00	4.6%	8,500,000.00
HSBC Sydney Branch	2.2%	4,000,000.00	2.2%	4,000,000.00
Macquarie Bank	6.0%	11,000,000.00	6.0%	11,000,000.00
National Australia Bank Ltd	28.6%	52,638,935.66	28.6%	52,638,935.66
Westpac Banking Corporation Ltd	8.7%	16,000,000.00	8.7%	16,000,000.00
	57.1%	105,009,312.06	57.1%	105,009,312.06
Non-Fossil Fuel Lending ADIs				
Auswide Bank Limited	1.4%	2,500,000.00	1.4%	2,500,000.00
Bendigo & Adelaide Bank Ltd	0.8%	1,521,588.65	0.8%	1,521,588.65
Credit Union Australia Ltd t/as Great Southern Bank	0.6%	1,100,000.00	0.6%	1,100,000.00
Members Banking Group Limited t/as RACQ Bank	1.4%	2,650,000.00	1.4%	2,650,000.00
Members Equity Bank Ltd	2.5%	4,500,000.00	2.5%	4,500,000.00
MyState Bank Ltd	2.7%	5,000,000.00	2.7%	5,000,000.00
Newcastle Permanent Building Society Ltd	0.7%	1,250,000.00	0.7%	1,250,000.00
Northern Territory Treasury Corporation	7.1%	13,000,000.00	7.1%	13,000,000.00
NSW Treasury Corporation	14.9%	27,435,409.87	14.9%	27,435,409.87
Suncorp Bank	6.5%	12,000,000.00	6.5%	12,000,000.00
Westpac Banking Corporation Ltd	4.4%	8,000,000.00	4.4%	8,000,000.00
	42.9%	78,956,998.52	42.9%	78,956,998.52
Total Portfolio		183,966,310.58		183,966,310.58

All amounts shown in the table and charts are Current Face Values for fixed interest holdings and Market Values for unit trust holdings (if included).
The above percentages are relative to the portfolio total and may be affected by rounding.
A fossil fuel lending ADI appearing in the non-fossil fuel related table will indicate that the portfolio contains a "green bond" issued by that ADI.

Fossil Fuel vs Non-Fossil Fuel Lending ADIs



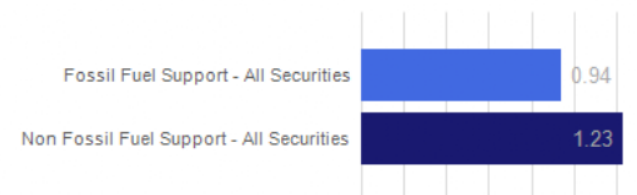


Running Yields by Fossil Fuel and Ethical Ratings At 30 April 2022

Trading Book	Weighted Average Running Yield/IRR
Queanbeyan-Palerang Regional Council	1.03
Fossil Fuel Support - Simple Interest Only	1.18
Non-Fossil Fuel Support - Simple Interest Only	1.02
Fossil Fuel Support - All Securities	0.94
Non-Fossil Fuel Support - All Securities	1.23

Note: If unit trust holdings are included in the report and multiple trading books hold the same unit trust security, reported IRRs can be misleading.

Fossil Fuel vs Non-Fossil Fuel Running Total





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Report Code: TBSBP180EXT-00.13
Report Description: Portfolio Fossil Fuel Summary Report
Parameters:
As At Date: 30 Apr 2022
Prior As At Date: 30 Apr 2022
Trading Entity: Queanbeyan-Palerang Regional Council
Trading Book: Queanbeyan-Palerang Regional Council
Settlement Date Base
Include Unit Trust Holdings
Print Time: 10:40:23 AM

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 10.1 BUNGENDORE HIGH SCHOOL STATUS UPDATE

ATTACHMENT 1 SUMMARY OF COUNCIL WORKSHOPS, AGENDA REPORTS
AND COUNCIL RESOLUTIONS TIMELINE

Summary of Council Workshops, Agenda Reports and Council Resolutions Timeline
<p>24/06/20 and 1/07/20 - Council Workshops</p> <p>Concept Plans received and presented to Council by DoE of the proposed Bungendore High School.</p>
<p>8/7/20 - Planning and Strategy Committee Meeting (Closed Session)</p> <p>Item no 11.1 - Bungendore Facilities</p> <p>The matter of Bungendore High School has been part of considerations by Council since the development of the Bungendore Structure Plan in 2019 which was endorsed by Council for public exhibition. This report referred to the Bungendore Structure Plan (2020) which NSW Education asked Council to not nominate sites for new Highschool in Bungendore, and noted Department Education (DoE) had undertaken assessments of potential sites. It advised that DoE had met with Council in May 2020 seeking Council's view on the Ashby Estate site and others, including the Mick Sherd Oval.</p> <p>Council resolved: <i>That Council:</i></p> <ol style="list-style-type: none"> 1. <i>Support in principle for further consultation the establishment of a Bungendore High School as proposed by the NSW Department of Education.</i> 2. <i>Delegate authority to the CEO to continue the negotiations on community facilities.</i>
<p>26/8/20 - Ordinary Council Meeting</p> <p>Item no 9.1 - Bungendore Education Precinct – Acquisition Proposal</p> <p>This report sought Council's position on proposal from DoE to enter into an agreement for shared facilities and sale of Council Property and mentions the impact on Abbeyfield project.</p> <p>Council resolved: <i>That Council:</i></p> <ol style="list-style-type: none"> 1. <i>Note the report on the Bungendore Education Precinct proposal.</i> 2. <i>Support in principle the High School proposal from NSW Department of Education (DoE) in terms of:</i> <ol style="list-style-type: none"> a. <i>The establishment of the precinct and co-use of facilities;</i> b. <i>The sale of 4-6 Majara Street, 10 Majara Street assets, and Majara road reserve between Turallo Terrace and Gibraltar Street to DoE, based on independent valuations, and at worst no cost to QPRC and provided that DoE compensate Abbeyfield for all DA costs and fees incurred to date associated with 4-6 Majara Street;</i> c. <i>Authorising the CEO to negotiate a more favourable and equitable financial contribution to QPRC for the construction of a new swimming pool than currently provided for in "The Offer" (Page 5 of the DoE Proposal) and new front office facility, and</i> d. <i>Negotiate terms for joint use agreements (MoA) of Mick Sherd Oval, with the oval remaining under Council management and DoE making an annual contribution to its maintenance, with the agreement to also include courts, reserve, library, school performance hall, and sports hub; and modify permissible uses on the respective plans of management on a cost recovery basis.</i> 3. <i>Receive a further report (public) on the Bungendore Education Precinct proposal based on the negotiation outcomes of Item 2 (above).</i> 4. <i>In parallel, request a briefing for the Bungendore Locality Committee by the DoE on the proposal (similar to that which has already been provided to all Councillors) for advice to Council.</i> 5. <i>Seek a proposal from DoE to address the staging and delay impacts of the High School on the Abbeyfield development.</i> 6. <i>Forward the written submissions from the public forum to DoE.</i>

20/10/21 - Council Workshop

Councillors received a presentation from SI outlining the results of the stakeholder engagement, community survey and drop-in community information hub on 7 October, and then a presentation on an updated Bungendore High School Property Acquisition and SSDA proposal having regard to that engagement and councillor feedback at another workshop on 21 October.

28/10/20 - Ordinary Council Meeting

Item no 9.16 - Bungendore Education Precinct

The report sought Council's agreement to endorse the DoE proposal and enter into a Heads of Agreement (HoA) to construct a new high school on the Majara/Gibraltar Streets Precinct which adjoins the existing primary school, and joint use agreements for the grounds and facilities.

Further to community and other stakeholder engagement by Schools Infrastructure a revised proposal outlining the siting, scope and sequencing of the high school was presented to Council at the Public Forum.

Council resolved: *That Council:*

1. *Note the report on the Bungendore Education Precinct proposal, the scope and sequencing of works associated with the construction; and impacts on Council and community assets*
2. *Support the proposal from NSW Department of Education (DoE) in terms of:*
 - a. *Providing support for the establishment of the education precinct and shared-use of facilities;*
 - b. *Agreeing to the sale of 2, 4-6 Majara Street and Majara road reserve between Turallo Terrace and Gibraltar Street to DoE, based on independent valuations;*
 - c. *Authorising the road closure of that above part of Majara Street road reserve;*
 - d. *Authorising the CEO to negotiate terms of joint use agreements (MoU) of Mick Sherd Oval, primary school oval, game courts, reserve, library, multipurpose hall, and sports hub in line with the attachment;*
 - e. *Noting detail design and traffic plans will form part of a SSDA by DoE for approval by the Minister.*
3. *Support reassigning the Abbeyfield aged care residential site from 4-6 Majara Street to 2 approx. 1800m2 site at Majara Street road reserve north of Turallo Terrace, and take steps to make necessary planning and administrative actions to enable that use, including:*
 - a. *Authorising closure of that part of Majara Street road reserve*
 - b. *Undertaking site compatibility planning assessment to enable aged care residential use on that closed section of Majara Street;*
 - c. *Arranging a peppercorn licence to Abbeyfield to develop and occupy the site as an aged care residential facility.*
4. *Further to 2 and 3, amend the Operational Plan to disclose:*
 - a. *The closure of relevant sections of roads;*
 - b. *Subdivision and repurposing of part crown reserves;*
 - c. *Sale of Council properties at 2, 4-6 Majara Street and 10 Majara Street;*
 - d. *Leasing of part Majara Street road reserve to Abbeyfield Housing under licence;*
 - e. *Exhibit for community feedback for 28 days and report back to Council.*
5. *Further to 2 and 3, authorise the CEO to identify suitable sites to establish a new Council office in Bungendore to replace the 10 Majara Street facility, potentially incorporating a new depot, and report on options and associated estimates.*
6. *Amend the Financial Plan to include the construction of a new office/depot, and outdoor aquatic facility in Bungendore; utilising proceeds of sale for the construction of the office/depot, and the DoE contribution, section 94 contributions and new borrowings of \$5m for the pool.*
7. *Amend respective development contribution plans to assist debt servicing for those purposes.*

28/4/21 - Ordinary Council Meeting

Item no 9.1 - Community Engagement Report – Proposal to close Majara Street Bungendore

In confirming its support of the Bungendore High School proposal from the Department of Education (DoE) which included the recommended partial closure of the Majara Street road reserve, community consultation was undertaken.

Council considered the submissions and the report was presented to Council for formal endorsement for the closure of road.

Council resolved: *That Council:*

1. *Endorse the concept plan shown in Figure 1, being the part closure of Majara Street road reserve made up of sections A and B, as separated by the intersection at Turallo Terrace.*
2. *Note all submissions and endorse closing the highlighted section of Majara Street road reserve and formalise this decision by publication of notice in the Government Gazette.*
3. *Advise the NSW Department of Education that Council's endorsement of the proposal is reliant on a formal agreement for the safe and satisfactory resolution of issues related to the Traffic section of this report (including roundabout at Butmaroo/Gibraltar Streets; formalise bus parking and channelised pedestrian movement on Gibraltar Street; and formalise carparking on southern section of the train station and along Turallo Terrace/Butmaroo Street), and the gazettal of the closure subject to execution of the heads of agreement and conclusion of the planning proposal.*
4. *Authorise the CEO to execute the necessary documentation to effect the closure of the road, and the subsequent sale of Section A for market value as determined by the independent valuer.*

22/9/21 - Ordinary Council Meeting

Questions on Notice tabled in Public Forum regarding Bungendore High School were provided as an attachment to the Minutes of the Public Forum.

Responses to the 'Questions on Notice' were provided and tabled at the meeting, a copy of those responses are available on Council's website. It is noted that the responses to some of the Questions on Notice have been superseded by events following the provision of the response.

27/10/21 - Ordinary Council Meeting

Item no 9.1 - Proposed Submission on SSDA for New Highschool at Bungendore

Council received advice from the NSW Department of Planning, Industry and Environment (DPIE) that the State Significant Development Application for the new Bungendore High School had been placed on exhibition from 20 September to 18 October 2021. DPIE invited Council to provide advice on the proposal including any recommended conditions of consent. This report considered the content of Council's submission to DPIE which was endorsed by Council.

Council resolved: *That:*

1. *Council advise DPIE that it objects to the proposal for the development of the new Bungendore High School (SSD-14394209) for the reasons detailed in Attachment 1 of this report, noting that subject to satisfactory resolution of these items Council may withdraw its objection to the proposal.*
2. *Council provide a copy of its recommended conditions of consent for the new Bungendore High School as detailed in Attachment 1 of this report.*
3. *Attachment 1 be forwarded to DPIE as Council's formal submission on the proposal.*

27/10/21 - Ordinary Council Meeting (Closed Session)**Item no 16.2 - Bungendore Property**

The report noted previous Council resolutions in July and October 2020 on the Bungendore Education Precinct and provided an update on the Heads of Agreement, which had not executed.

It updated Council on the acquisition of 19-21 Gibraltar Street as a site for the new facilities in the town centre.

Since then, by letter received 22 October 2021, DoE advised the transfer of the land would be by compulsorily acquisition of the Council and crown lands. It reported that DoE will submit a Proposed Acquisition Notice (PAN) to Council. The VG will undertake the valuation of land as relevant under s55, 56 of the *Land Acquisition (Just Terms Compensation) Act 1991* (the JT Act) and claims for disturbance under s59.

This effectively superseded the decision of Council to sell the properties, but does permit submission of claims to the VG for assessment of compensation under the JT Act (ie costs to replace/reinstate) Council buildings and facilities, with the option to appeal.

Council resolved: *That Council:*

1. *Note the compulsory acquisition of Council and Crown lands outlined in the report.*
2. *Authorise the CEO to seek relevant legal and expert advice, to enable submission of claims for compensation for:*
 - a. *Council branch office*
 - b. *Community centre*
 - c. *Community swimming facility*
 - d. *Community library*
 - e. *Open space*
 - f. *Carparking*
3. *Agree to the conduct of site investigation and other works on Council and Crown land, identified in the SSDA (if approved).*
4. *Subject to the approval of the SSDA, agree to a joint-use licence agreement for part of Bungendore Park outlined in the report, noting any approval is subject to joint-use agreements being executed for Council/community use of Bungendore Primary School sports field and the proposed high school hall in Bungendore.*
5. *Delegate authority to the CEO to negotiate and execute joint-use licence agreements for the shared facilities, and continued occupation agreements for 2 and 10 Majara Street.*

27/1/22 - Ordinary Council Meeting

Item no 10.1 - Bungendore Property – Compulsory Acquisition

This report provided an update on the closed session reports, presentations and workshops on the Bungendore education precinct proposed by the NSW Government since July 2020 to the new Council.

The October 2021 revised proposal sought to progress the acquisition process by agreeing to engage independent valuations for the freehold sites (2-10 Majara St) and part Majara St road reserve, and those sections of Bungendore Park and Turallo Reserve to be subdivided by DoE. That process allowed compensation for market value and/or compensation for temporary and permanent replacement of facilities under s55-56, s59 of the *Land Acquisition (Just Terms Compensation) Act 1991*.

It noted that following earlier discussions with Council, an integrated facility (customer, office, library, community centre) at 19 Gibraltar Street was preferred to centralise the community facilities, operate a customer/library service desk and activate the town centre.

It was proposed that claims be prepared in two parts:

- Standalone temporary and permanent office facility at 19 Gibraltar Street, including land and parking
- Integrated office, library and community centre facility at 19 Gibraltar Street, with temporary office at a site to be subdivided and acquired nearby, then repurposed for carparking
- In both scenarios, the proportionate value to replace the outdoor 25m swimming pool and crown reserve foregone with the acquisition, would also be assessed.

Council resolved: *That Council:*

1. *Council note the report.*
2. *Council, given the lack of detail on why the Bungendore Park site was selected and the need to find a solution that works for the whole community:*
 - a. *Revokes its in-principle support for the Department of Education proposal to build Bungendore High School on the site of Bungendore Park, Turallo Reserve and on Council freehold land along Majara Street.*
 - b. *Opposes any further plans to develop a high school on this site.*
 - c. *Reverse its decision to close Majara Street between Gibraltar Street and Turallo Terrace.*
 - d. *Withdraw the delegations to the CEO to negotiate joint use agreements for Bungendore Park and the Mick Sherd Oval with the Department of Education, specifically with respect to the proposed high school.*
3. *The Mayor write to the New South Wales Minister for Education and Early Learning and the Secretary of the Department of Education informing them that the Council opposes the development of a High School on Bungendore Park, Turallo Reserve and adjacent Council freehold land on Majara Street.*
4. *The Mayor write to the New South Wales Minister for Planning, Industry and Environment urging him to reject the Department of Education's State Significant Development Application to place Bungendore High School on Bungendore Park, Turallo Reserve and adjacent Council freehold land on Majara Street.*
5. *Given Council remains of the very strong view that the Bungendore community should have a High School, that Council commence work with the Department of Education and other State Government Departments to facilitate the selection and Council approvals of an alternative site in Bungendore.*
6. *Council invite the Department of Education to attend a workshop to discuss these matters.*

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 11.1 QPRC SPORTS COUNCIL MEETING MINUTES - FEBRUARY
2022

ATTACHMENT 1 QPRC SPORTS COUNCIL MINUTES FEBRUARY 2022



QUEANBEYAN-PALERANG SPORTS COUNCIL MEETING

Monday 14 February 6.00 PM

ZOOM Meeting

MINUTES

Apologies.

1. Introduction/Welcome for new Councillors – Co-Chairs

Cr Biscotti opened the meeting at 6:00pm.

The following attended via zoom:

Councillors	Cr Biscotti (Co-Chair)	Council Representative
	Cr Wilson (Co-Chair)	Council Representative
	Cr Taskovski	Council Representative
	Cr Webster	Council Representative
	Cr Winchester (Mayor)	
	Cr Livermore (Deputy Mayor)	
Archery	Tegan Redman	Monaro
Athletics	Joe Sheridan	Queanbeyan
AFL	Brad Toone	Googong
	Lynne McKenzie	Queanbeyan
	Scott Taylor	Queanbeyan
Basketball	Shannon White	Queanbeyan
Cricket	Stephen Moore	Queanbeyan
Football	Andrew McKimmie	Bungendore
	Joshua Byrnes	Bungendore
	Geoff Young	Monaro
	Josh Collier	Palerang
	Aleks Celeski	Queanbeyan
Hockey	Mark Unwin	Queanbeyan
Netball	Tiffany Knight	Bungendore
	Kelly Lolesio	Queanbeyan
Rugby League	Anthony Rayner	Bungendore
	Daniel Todd	Bungendore
	Zara Baker	Queanbeyan Roos
Rugby Union	Nick Kemp	Braidwood
	Garry Cook	Bungendore

	Jo Cave	Queanbeyan
	Grant Jones	Queanbeyan
Touch Football	Craig Thomas-Schumacher	Jerrabomberra
Staff	Tim Geyer	Service Manager – Urban Landscapes
	Rob Sheffield	Team Leader – Sports Fields
	Mark Spear	Program Coordinator – Recreation

Being the first meeting on QPRC Sports Council since the new Councillors were elected and appointed. Individuals in attendance were able to introduce themselves.

2. Impact of COVID on clubs.

Clubs were asked about the impact around COVID with some general comments below:

- Clubs were appreciative of the waiving of fees for the last few seasons which assisted in their bottom line
- Some registration numbers were down
- Canteen income was down
- High uptake of Active Kids vouchers.

ACTION – Cr Wilson to prepare a report to Council to propose waiving of fees.

ACTION – Clubs to pass on any relevant financial information that may assist Cr Wilson in preparing his report.

3. Sports Ground Allocation – Rob Sheffield

Rob mentioned that the allocation should be as previously distributed. Only current clash is at Letchworth Oval which will be worked through offline.

ACTION – Rob Sheffield to work through clash issues with relevant clubs.

4. Current and Planned capital works projects

- Update on Bungendore Sports Hub – Tim Geyer
 - Netball Courts surfaces done
 - Issues with grass seeding (hoping to for a good growing season and fields to be ready for the Winter 2023 season)
 - Bridge to fields being constructed.
 - Questions / comments:
 - Tiffany Knight – access to Netball Courts
 - Answered by Tim Geyer
 - Wet weather delays (approximately pushed back by six months)
 - Can look at getting temporary access through Bill Maleganeas
 - Floodlights up but no power to the site as yet.
 - Anthony Rayner – will fields be ready from February 2023
 - Answered by Tim Geyer
 - Yes, hopefully if grass takes
 - Sporting groups will be invited to a site visit.
 - Cr Webster – concerns around children travelling independently to the fields

ACTION – Cr Webster to submit to the QPRC Local Traffic Committee.

- Daniel Todd – noted that cramped at Bungendore Park and Winter 2022 was the initial timeframe.
- Update on Regional Sport's Complex – Tim Geyer
 - Civil works approved and started
 - Some pavilions tenders have been approved
 - Questions / comments:
 - Cr Wilson – potential for seating around facilities
 - Answered by Tim Geyer
 - Will be tight
 - Craig Thomas-Schumacher – concern around timings for additional fields and that we are missing out events

ACTION – Tim Geyer to organise a session going into more detail about the Regional Sports Complex.

- Work as previously advised – Tim Geyer
 - Work is underway at Braidwood Rec ground. The car park fence has been relocated and irrigation upgrade is complete. Fields renovation/extension will now commence, and the new cricket practice nets will be constructed over winter.
 - Detailed design is complete for Women's change rooms at Neil Bulger Oval. Construction will commence soon.
 - Flood lights at Halloran Oval have been ordered and are due for installation in the coming months.
- Other
 - Googong – Tim Geyer
 - Showed images around Googong 3 (round oval) and Googong 4 (square – two fields)
 - Potentially ready in 12 months-time.

5. Grants

- Tim Geyer can an update on the following projects that have been successful in securing grant funding:
 - Flood lights on Steve Mauger
 - Change Facilities at Karabar Netball Courts
 - Riverside Oval Women's Change Rooms (through Monaro Panthers)
 - Car Park upgrade Margaret Donoghue (through Queanbeyan Tigers)
- Tim Geyer re-iterated the top five projects of the previous Sports Council which were:
 - New basketball venue
 - Archery updates
 - Wright Park amenities
 - Floodlights at Steve Mauger and Halloran
 - More women's change rooms.
- Tennis clubs
 - Cr Taskovski spoke about both Queanbeyan Tennis Clubs have approached him around not being able to secure funding
 - Cr Biscotti and Tim Geyer meet with the clubs recently
- Tim Geyer gave an update of the following grant applications:

- Bungendore Sports Hub stage 2 – unsuccessful
 - BBRF Round 6, Regional Sports Complex Stage 2 (Indoor Sports) (\$10,000,000) – unsuccessful
 - Funding had been received for Nerriga
 - New Toilet for Archery at Hoover Rd (Two applications) – unsuccessful
 - Replace Amenities Wright Park (Two applications) – unsuccessful
- Archery
 - Tegan Redman invited Councillors to inspect current facilities
- Maintenance
 - Aleks Celeski asked about who to contact around issues at High Street – surface and benches
 - Answered by Tim Geyer
 - Don't wait until a Sports Council Meeting, speak to staff prior
 - If staff cannot resolve it, feel free to then bring up at a Sports Council Meeting
- Regional facilities
 - Cr Webster spoke around needing to ensure facilities remain in good working order such as Captains Flat cricket nets
 - Cr Webster spoke about the possibility of Warren Little Oval being updated to reflect an English Cricket Club setting
 - Nick Kemp spoke around coastal teams using and appreciating facilities as a mid-way point for games
 - Nick Kemp spoke about facilities in Majors Creek.

ACTION – to be discussed at the strategic planning workshop.

- Basketball stadium
 - Shannon White spoke about future grant opportunities in light on missing out on most recent one
 - Answered by Tim Geyer
 - Always active in the grant space
 - Accessing \$10million grants are difficult
 - The NSW Government has been talking up the opportunity to the Federal Government in respect to being an important and feasible project.

6. **Note:** A special strategic planning workshop will be held on **6.00pm – Monday 14 March 2022**. Covid Permitting we will try to do a live workshop at Riverside, otherwise we will use Zoom.

The next normal Sports Council meeting is scheduled for 6.00pm – Monday 9 May 2022.

Cr Wilson suggested that the next meeting is held at Freebody Oval.

Cr Biscotti closed the meeting at 7:17pm.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

25 MAY 2022

ITEM 14.1 RESPONSES TO COUNCILLORS' QUESTIONS

ATTACHMENT 1 RESPONSES TO COUNCILLORS' QUESTIONS

QPRC COUNCILLORS' QUESTIONS

No.	Date rec'd	Question / Request	Responsible staff	Response	Date of reply	COMPL Y/N	Confidential info re questions
141	15/5/2022	<p>Cr Preston has asked:</p> <ol style="list-style-type: none"> 1. Does Council know the agreed value of the old pool which will be used for compensation? 2. Does Council know the approximate cost of construction of a new, 8 lane (length?) pool? 3. Has the DoE agreed Fair Market Value for compensation or will the amount be pegged to a firm costing for the new pool, based on an approved design, with an approved DA? 4. Can the Council advise us on the mechanism for valuing aged assets such as the existing Bungendore swimming pool? 5. Has the Council been provided with any information about the timeline for receipt of compensation should an agreement be reached? 6. Does the Council have the swimming pool construction in its 	PGM Community Connections			N	

		<p>forward budget estimates or its plan of works for the next 12 -24 months?</p> <p>7. Does the Council have an approved design for the swimming pool?</p> <p>8. Does the council have development permission for a new swimming pool?</p> <p>9. Can the Council confirm that if the Majara St site is not used by the DoE the current swimming pool will remain in use?</p>					
140	11/5/2022	<p>Cr Preston has been contacted by a Braidwood resident regarding the installation of EV Charging Stations in Wilson Street. Is there any option for Council to support this and/or work with NRMA/NSW Government to see this happen?</p>	SM Natural Landscapes & Health	<p>The issue at present is finding a suitable location in Braidwood for these Chargers. There are heritage issues in the main street and the car parks need to be perpendicular not 45 degree angled.</p> <p>Our only option at the moment is the proposed Braidwood off-street car park unless the car parks on Wilson street be realigned perpendicular. If so, we can probably get chargers in without grant funding... the NRMA are already very interested.</p> <p>We are also currently developing a Public Place EV Charging Infrastructure Policy that will provide a set of directions and conditions for the provision, ownership and operation of chargers in the public domain (Council owned land only). This will need to be adopted by Council first before we install chargers.</p>	16/5/22	Y	
138	10/5/2022	<p>The Mayor has been contacted by Jerrabomberra Public School seeking clarification around the Jerrabomberra High School construction:</p>	PGM Natural & Built Character	<p>Unfortunately, the questions you are seeking responses to are unable to be answered by Council. The Jerrabomberra High School is a project of the NSW Department of Education and your questions should be directed to them.</p>	16/5/22	Y	

		<ol style="list-style-type: none"> 1. When will construction start? Envirova Drive seems very quiet at the moment. Are there any hold ups? 2. Will the school still be ready for day one, term one, 2023? 3. When can we walk through the school and see the building and classrooms in which our children will be learning? 4. The Jerrabomberra community would appreciate a new factsheet, with new information about the school, being released by the School Infrastructure 		<p>I can confirm that the State Significant Development Application appears to be in the final stages of assessment by NSW Dept of Planning, Industry and Environment. This is based on Council receiving advice that it has a final opportunity to comment on the issue of parking at the school which Council raised in its initial submission.</p> <p>However, for details such as the timing of the development and the need for an updated fact sheet only the Department of Education would be able to assist.</p>			
137	2/5/2022	The Mayor has been advised that parts of Bungendore have experienced low water pressure of recent. Can this please be investigated?	SM Utilities	Staff ran some field pressures in Elmslea today. Readings for Hyland/Simms intersection were about 180kPa. This is low but not out of place with the historical pressures for this area. The area is quite high in elevation in comparison to its service reservoir at Days Hill. Ireland Place suffers even more so and it is my hope to be able to deal with this area by feeding from the new North Elmslea Reservoir. That will help Ireland but not Hyland as the network is more difficult to adjust for the latter.	3/5/22	Y	
136	2/5/2022	Cr Taskovski has advised that the grass on the corner of Southbar Road & Candlebark Road is long and requires mowing. Can staff please attend?	SM Urban Landscapes	<p>Council's standard approach is that we do not mow nature strips unless they become a hazard, sight distance on corner etc.</p> <p>We do periodically mow where the resident is elderly or is unable, but only as a low priority, after we have caught up with other grass cutting. We just don't have the budget or resources to mow nature strips as routine.</p>	3/5/22	Y	

134	29/4/2022	The Mayor has been contacted by a resident curious as to why school groups have ceased Anzac Day attendance	PGM Community Choice	<p>Staff are currently working with the Queanbeyan RSL regarding reinstating children into future services. Our point of contact is going to push it as an agenda with the local RSL Sub-Branch members.</p> <p>Council can give suggestions and concerns to the RSL however at the end of the day it is their service and whatever decisions they make we need to accept.</p> <p>For clarification, Council's involvement with the Services extends to traffic management and event logistics only. Anzac Day ceremonies are organised by Legacy (Dawn Service) and the RSL Sub-branch (Main Service).</p>	2/5/22	Y	
133	29/4/2022	The Mayor has been contacted by a resident asking if the lights at Wright Park can be fixed. 3 towers are currently not working.	SM Urban Landscapes			N	
132	29/4/2022	The Mayor has asked when the next Works on Mulloon Road are set to commence as part of the Disaster Funded road repairs?	SM Transport & Facilities	2x Causeway repairs under the DRFA event in August 2020 are being scheduled. A new box culvert structure has been designed to replace the causeway through Mulloon Creek. Wet weather and creek flows have delayed this project. Gravel re-sheeting works have also been included in this event, which need to be completed by June 2023.	5/5/22	Y	
130	28/4/2022	<p>Cr Grundy has asked: Recently a small business operator in the vicinity of No Name Lane contacted me and asked me to make a site visit to the area at the rear of NNL and along the single vehicle (and foot traffic) access laneway continuing to the Morriset carpark. During my site visit I observed;</p> <ul style="list-style-type: none"> - very little formal management of stormwater with 	PGM Community Choice	<ul style="list-style-type: none"> - Historically, the buildings at 65 and 67 Monaro Street have discharged some stormwater directly to ground into what is known as <i>No Name Lane</i>. Some of the roof area of these buildings discharges to Monaro Street, as does 63 Monaro Street. There is no formal stormwater infrastructure in this lane. It is proposed that the work in the lane (see below) will channel surface water to the car park drainage system, creating less of an issue for pedestrians in the lane. - The contractors for the current work in <i>No Name Lane</i> have provided a quote for additional work to reshape and reseal the rest of the lane down to Morriset car park to rectify these issues. We 	29/4/22	Y	

		<p>between 3 to 5 down pipes unattached to a drainage system and open to allow rainwater to flow out onto the laneway, make a mess and risk safety to pedestrians.</p> <ul style="list-style-type: none"> - Significant trip hazards due to uneven pavement in the area. - Rundown and unappealing public structures and features such as multiple sewerage access points and patched pavement. <p>As the laneway to the Morriset Carpark will ultimately be expected to support foot-traffic once NNL upgrades have been completed it would seem sensible that this area should also be upgraded in keeping with that underway in NNL. Are such plans in place? If not is there an opportunity to tag onto the NNL works currently underway and achieve some savings while also effecting a sensible and much needed upgrade nearby.</p>		<p>are waiting on clarification of an item in this quote before giving approval. It is proposed to do this work once the current civil work is complete.</p> <ul style="list-style-type: none"> - I believe the unappealing multiple sewerage access points is in reference to private infrastructure. There is a QPRC sewer maintenance hole in the laneway but this is a standard item with no apparent issues and it will be retained in the proposed work. The patched pavement will be resolved in the proposed work. 			
129	27/4/2022	The Mayor has asked if there are any plans to re-open Captains Flat park?	SM Urban Landscapes	We do not currently have the funds to carry out the rehabilitation of the lead contamination at the Park. We did	27/4/22	Y	

				put a request for grant funds but Council referred it to a Workshop which is yet to be scheduled. An upcoming Workshop on general Urban Landscapes matters is set to be held on 1 June so this matter could be discussed then.			
128	25/4/2022	The Mayor has asked if there is plans to install a fence around Campese field?	SM Urban Landscapes	We do not want to see a high security style fence around Campese oval as it is a poor look on the entrance to Queanbeyan and a lot of people use the parkland outside of rugby season. It is an option to have a spectator exclusion fence, say 1m high, similar to soccer games or as around Brad Haddin Oval. From memory it was around \$90k, and we then had to consider the extra cost of mowing in a fenced area as opposed to an open paddock. I will ensure we add it to the Strategic facilities plan for Sports Councils consideration.	25/4/22	Y	
127	22/4/2022	The Mayor has received correspondence regarding the Queanbeyan Commonwealth Bank operating hours and if Council can suggest they remain open during the lunch period	SM Business & Innovation	Given the business is not under jurisdiction of Council, Council has no control over subsequent opening hours and business operations	5/5/22	Y	
126	21/4/2022	The Mayor has been contacted by a resident of Gumms Road concerned about Harold's Cross Creek and the bog hole which has presented. Is there any maintenance work planned?	PGM Community Connections	The timber bridge was destroyed during the August 2020 declared flood event. Council will be replacing the timber bridge with box culverts in the coming months. Wet weather and high creek levels has delayed the project commencing.	5/5/22	Y	
125	19/4/2022	Cr Willis has asked: 1. What purposes is the Council's revolving energy fund permitted to be expended on? 2. How much is currently allocated in that fund? 3. Are there any plans to allocate these	SM Natural Landscapes & Health			N	

		unallocated sums and if so, for what purpose and when?					
124	18/4/2022	The Mayor has been advised that a large number of motorcycles are accessing Lonergan Drive via the EDE. Can we review the access and prevent this from continuing to occur?	PGM Community Connections	Staff will install barriers to prevent further illegal access	5/5/22	Y	
121	15/4/2022	The Mayor has been contacted by a Boro Road resident concerned about the road surface and planned ETA on when the resurfacing works are going to occur	PGM Community Connections	Majority of pavement repairs have been completed as part of the March 2022 declared flood event. Council has approximately \$90,000 remaining to undertake additional gravel re-sheeting on Boro Road. This will be programmed in before the June 2023 funding deadline.	5/5/22	Y	
118	8/4/2022	The Mayor met with a resident who resides on Googong Dam Road. Following recent shoulder works opposite his property, with a large barrier removed, there has been a large increase in road noise. Can the barrier be restored and trees planted?	PGM Community Connections	The nature reserve with trees and mound was removed to make way for the approved access (turning lane and slip lane) to the Sunset Development in approx June 2021. A review of the plan has identified that the mound was around 50cm high and was not identified as a noise mound. Council has no plans for its reinstatement noting that it will impact the footpath.	26/4/22	Y	
103	25/3/2022	Cr Willis, Cr Wilson and the Mayor have received correspondence from residents regarding receiving copies of the Noise Reports from the ELP and EDE given the ongoing noise concerns these roads present.				N	
102	22/3/2022	The Mayor has asked that the BBQ at the park near the low-level bridge in Queanbeyan can be fixed? It broke in the last big flood and hasn't been fixed	SM Urban Landscapes			N	

		since. It has also been suggested this Park be named the 'Sunshine Club'					
98	20/3/2022	A resident has made contact with the State Member and also the Mayor regarding the potential for a bypass of the Bungendore township.	PGM Community Connections			N	
93	10/3/2022	The Mayor has sought clarification on behalf of a resident as to whether Council can perform hazard reduction works done along the Greenleigh side of the Queanbeyan river.	SM Urban Landscapes			N	
90	8/3/2022	The Mayor has received a request from a resident as to whether there are any planned works to raise the height of the Bombay Bridge given it often floods and leaves residents on the Bombay/Farrington side of Braidwood stranded	A/PGM Community Connections	<p>The Bombay bridge was replaced in 2004/5 with a newer concrete structure. The former bridge was an RTA managed bridge and was constructed in approx 1870. The former Tallaganda Shire resolved in 2003 that the level of the bridge was not to change. In an average year should be overtopped approximately every 18months. These last 2 years have been extremely wet years following several years of drought. Council's bridge replacement program is currently focused on renewing our exiting timber bridges. At this stage Council does not have a plan to replace the existing bridge nor upgrade the Farrington weir.</p> <p>RESOLVED That Council advise the Roads & Traffic Authority of the following:</p> <p>(i) Council will accept that the bridge remains on the same (ii) general alignment and retain the existing deck level. the general configuration of the bridge is to remain and it is to be a single lane, no narrower in width than exists at the moment. (iii) Council indicates the general acceptance, in principle, for a modular type of precast concrete bridge to be constructed.</p>	10/5/22	Y	

				(iv) Council is prepared to negotiate with the Roads & Traffic Authority for the construction of the bridge at the Roads & Traffic Authority's costs. (v) the matter of handing over the bridge to Tallaganda Shire Council for future maintenance be subject to further discussion after designs have been submitted to Council.			
83	4/3/2022	The Mayor received correspondence from a resident regarding if/when the total sealing of Williamsdale Road will occur	SM Transport	Council has \$2.9m of Fixing Local Roads funding. Council is currently completing design work so an accurate estimate can be determined. Once the design work is done, we will provide details on the sections of road to be done.	5/5/22	Y	
24	24/01/2022	The Mayor has asked for an update on the issues, occupation and condition of the Ray White building (corner Lowe/Monaro Street) and options for Council to remedy the appearance or use of the site.	SM Business & Innovation	An Emergency Order has been issued		N	
391	30/11/21	Cr Marshall advised that the bridge work in Captains Flat is still not finished and the condition of the detour needs to be addressed. Miners Road past the SES and substation is a moonscape.	PGM Community Connections	Bridgework complete	5/5/22	Y	
368	30/9/21	Cr Winchester has asked Council to confirm what the further \$2.9 million funding will be used for on Williamsdale Road. Will the rest of the road now be able to be sealed?	PGM Community Connections	Refer Item 83 above	5/5/22	Y	