

Ordinary Meeting of Council

28 June 2023

UNDER SEPARATE COVER ATTACHMENTS

ITEM 9.13

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

28 JUNE 2023

ITEM 9.13 ADOPTION OF OPERATIONAL PLAN AND FEES AND CHARGES 2023-24

ATTACHMENT 1 RESPONSE TO SUBMISSIONS - 2023-24 INTEGRATED PLANS

DRAFT INTEGRATED PLANS - 2023-24

Summary of staff recommendations:

Submission	Recommendation	Budget impact		
1	Changing the sportsfields categories of: Elite for Freebody Recreational Reserve (Freebody Oval Enclosed) Community for Freebody Oval Bottom and Neil Bulger Oval Mick Sherd Oval and Bungendore Sports Hub moving from Competition to Community venues Introduce an additional 50% discount for junior clubs for all fields and reduce sporting field income by \$10,000.	-\$10,000		
	This discount is for the 2023-24 financial year only.			
3	Implement the fees suggested by the Section 355 Committee.	Minor		
17	Add dedicated \$25,000 budget to control European wasps across LGA	-\$25,000		

Comments received:

Submission 1: Mick Sherd Oval Hire Fees

Whilst I do understand that Council must seek to recover costs as much as possible, it's a fairly significant jump to go from the listed FY22/23 \$268 for a Juniors season at Mick Sherd (and cheaper for some other grounds) to \$1,560 under the FY23/24 revised model (for either Mick Sherd or the Hub). I acknowledge that we have historically arranged our own line marking and supplies (under a cost sharing arrangement with Seniors and Mudchooks), although Council is now going to be assisting Clubs with this due to volunteer availability. The Club had hoped that we would use more than one field at the Hub, for which it would be a significant increase as a multiplier and with the absence of Junior rates. I expect these increases would likely have to come at the cost of increased registration fees for us to remain viable, and unsure if the other Juniors Clubs in the region share any concern noting they will experience the same sorts of increases. I'm sure it will make for some interesting discussion at the meeting, but it'd be remiss of me not to flag my concern.

Response:

There is a difference between what groups are supposed to pay and what they are being charged. This was a reason to try and streamline the fees. For example, a Bungendore Junior Sports Club was only charged \$268 whereas they could have also been charged:

- Linemarking \$85 per hour (estimate of \$2,210 per season)
- Lights \$38 for competition or training (estimate of \$2,964 per season)
- Shed Season Hire \$208
- Shed Cleaning fee \$120

Being an estimate of \$5,770 for a season.

Staff met with Bungendore sports clubs to discuss fees and charges and suggest the following:

- To look at changing the fees to Mick Sherd Oval and Bungendore Sports Hub moving from competition (\$1,560) to community venues (\$780)
- Provide an additional 50% discount for junior clubs (income reduction of \$10,000)

Recommendation:

Changing the sportsfields categories of:

- o Elite for Freebody Recreational Reserve (Freebody Oval Enclosed)
- Community for Freebody Oval Bottom and Neil Bulger Oval
- Mick Sherd Oval and Bungendore Sports Hub moving from Competition to Community venues

Introduce an additional 50% discount for junior clubs for all fields and reduce sporting field income by \$10,000. This discount is for the 2023-24 financial year only.

Submission 2: Swimming Squad Fees

Hello QPRC, I've received the email below in regards to the proposal to increase the squad fees. I was surprised and disappointed as it is so much higher than before. This is a significant increase compared to other clubs/aquatic centres in Canberra. I want to bring to your urgent attention that, as if the price increase applied, I believe it will undermine the squad program and swimmers will be leaving the program, as it will discourage committed squad swimmers attending more squad sessions, which is crucial to their progress. I will seriously consider withdraw my son from the program. To put this into perspective and supported with figures and information, please see below table comparing QLSC to Woden/YMCA Bronze squad program (which were most of senior squad swimmers would fit under). Woden club is the 1st or 2nd biggest squad in Canberra, and they were ranked 2nd

of the ACT clubs in the recent National meet in Queensland. Below information (see table 2 below) has already been confirmed with YMCA Stromlo, and it is also available online on the club website. I highly recommend the proposed fees to be reconsidered and looking at the squad program as a long-term investment because satisfied clients/squad members will more likely stay in the program for years to come.

Response:

The staff feedback was that a singular fee was best to administer. Staff met with members from the QLSC Committee to explain this and that the fee would be between \$6.25 (what swimmers are currently paying per sessions for four sessions a week) and \$11 (what swimmers are currently paying per session for two session a week). Staff also explained that with every fee change, there would be some winners and losers as a result which the committee understood.

To explain the potential financial implications:

- We currently have 28 squad members swimming twice a week (their fees will reduce from \$22 a week to \$14 a week - a reduction of 36%)
- We currently have 12 squad members swimming up to four times a week (their fees will increase from \$25 a week to \$28 a week – an increase of 12%)
- We currently have three squad members swimming up to six times a week (their fees will increase from \$28 a week to \$42 a week – an increase of 50%)

As a comparison, swimming lessons are up to three times the cost of squad (\$21 v \$7) but less than half of the time (30 minutes v up to 90 minutes).

Staff have clarified some comments in the table below.

Recommendation:

No changes are recommended

Submission 3: Braidwood Showground Reserve Trust Fees

I write in my role as Secretary of the Braidwood Showground Reserve Trust s.355 Committee and at the instruction of the Committee following our meeting on Tuesday night (16/5/23). The Braidwood Showground Reserve Trust s.355 Committee would like to submit changes in relation to the Fee structure that has been applied currently in draft form.

The committee has been waiting for the power and lighting upgrade at the Braidwood Showground (initially planned to be completed by 31/12/2022; then late February and then with a formal extension to 28/4/2023) to be acquitted and to then ascertain the impact this will have on different sections of the Showground. As you are no doubt aware, this completion of major works has not been effected.

Tuesday (16/5/23) a meeting of the s.355 committee was held to meet the request for fees/charges for the 23/24 year as it had become obvious that the major works would not be completed in the immediate future and to take into account the fact that Fees/Charges had not been altered over the last 3 years due to Covid-19, Blaze-Aid insitu at Showground; and Showground being closed since September 2022 for the major works to take place.

Response:

The Section 355 Committee provided its changes after the deadline for the draft Fees and Charges. Staff are supportive of changes.

Recommendation:

Implement the fees are suggested by the Section 355 Committee.

Submission 4: Special Rate Variation

Cost of living has skyrocketed, this is another huge blow. We've got a baby on the way, single income and loan for the family home. Scenario 1 was manageable. Sell the community assets - I don't know what the Q is but if selling this helps keep the cost down then please do this. We pay for septic inspections, we pay for rubbish collection, we are not on council water supply, there's no accessible public transport, there's no NBN and 4G only works with a booster. If we had the council facilitate these basic services, I could appreciate there's a price rise for services that I benefit from. But we get nothing from the council but badly patched potholes. Do not agree that this is fair or harmonisation.

Submission 5: Special Rate Variation and VG Land Values

This 18% increase and the Valuer General land value increase is a huge amount. I haven't calculated it yet, but it bound to be significant. How do my young family get a start on the property ladder when cost of housing is so high and now our rates go up. There are discounts for pensioners what is there for young first home buyers who live in their property. NOT investors.

Submission 6: VG Land Values

Draft revenue policy states the valuations would be reviewed 2025 however I have my valuation and it's increased by ~\$400,000 from my last valuation..so a rates increase of 18% when my valuation has almost doubled as well, is significant. How has council taken this scenario into consideration? As a resident at Royalla we undertake quite a bit of voluntary activities to maintain the Royalla Hall and common. As I imagine all other community groups do in their respective locations. How can council demonstrate how those funds are utilised, returned to the community, payment of bills etc.

Response:

At its meeting on 8 February, Council resolved to proceed with scenario 2 which included an 18% Special Rate Variation in 2023-24, 2024-25 and 2025-26 and a \$5.5m budget reduction in each of those years. At that meeting, Council committed to not reducing services or staff redundancies to achieve the savings.

Land values are used to calculate and distribute Council rates. A percentage increase in land value does not directly relate to a percentage increase in a rates charge. Land values are used to distribute the total rates income equitably. Overall, Council's rates income does not increase just because the value of the land changes – however rates on individual properties may increase or decrease. The effect of a change in land values on your rates notice depends on how the land value changes relative to other land values in the QPRC area. The Valuer General is responsible for providing land values in NSW. If you don't agree with the land value of your property, you can request a review from them by going to their website at bit.ly/Valuer-General-objection

Council has a Financial Hardship and Assistance Policy to assist ratepayers. Further information is available at https://www.qprc.nsw.gov.au/Council/Council-Business/Rates-and-water-payments#section-7

Recommendation:

No changes recommended

Submission 7: Rural Landholder Fees and Charges

Rural landholders in QPRC region supply at own cost the following:

- Water
- Sewerage
- Electricity pole
- · Garbage collection by private contractor

Rural landholders in QPRC Region do not have the following:

Annual free kerbside rubbish collection or one annual personal request . We must take our rubbish to the tip and pay at the tip. We do not have green waste pick up.

The cost of our rates should be reduced to reflect that we do not receive these services. We are threatened with fines if we do not clear weeds from our properties. QPRC allows weeds to go unchecked along the road and water ways. We cannot keep weeds in check if council does not do the same. Council could offer pensioners discounts for trades to do the work. We pay fees to have our septic systems checked yet Council offers no assistance, for example a list of authorized trades that can fix systems. Council could offer discounts for pensioners for having systems fixed. Council put in a huge ugly building encompassing The Q, not in keeping with the heritage look & feel of Queanbeyan including height. Council needs to ensure the office spaces are fully let to ensure our rates are not increased.

Response:

Fees and charges are levied to users of specific services. For instance, a ratepayer in Queanbeyan will pay for water access, sewer access, water usage, garbage collection and the general waste charge. A rural resident, who does not have access to Council's water, sewerage and kerbside collection services, does not pay for them. All ratepayers contribute to the general waste charge as the income is used to fund the capital cost of the waste facilities that Council owns including design and construction of new waste transfer stations, maintenance of existing transfer stations and the rehabilitation of closed landfills.

In harmonising its rating structure following the merger, Council developed a rate structure that recognises that some of the benefits derived by ratepayers from the provision of Council works and services are shared equally by the community or a particular locality. For example the Residential Googong base amount is higher than the Residential General base amount, recognising the higher costs of operating the additional level of community facilities provided in Googong. In resolving to proceed with the special rate variation application, Council agreed to undertake a review of the rating structure during 2023-24 for the 2024-25 financial year.

Education of system owners is an integral part of the Onsite Sewage Management Inspection Program. Council staff regularly provide advice on issues including system operation, maintenance, repair and replacement. Staff advise owners to engage licenced tradespeople where required. It is not appropriate for Council staff to recommend specific contactors as NSW Department of Fair Trading provide a licence register where owners can ensure that their tradespeople are appropriately licenced. Council officers work with property owners who are unable to undertake system repairs providing extended timeframes for compliance and advice around immediate improvements to existing systems.

Council has a proactive program in controlling Biosecurity weeds along Council's roads and reserves. With a priority on where widespread weed species have a lower density are targeted first or an endangered threatened species is known to occur are given a priority and working towards areas where the weed species is at a higher density done last. The last two years has been very changeling with high rain fall has seen a reduction in the number of suitable spray days and a major increase germination rate of weed species due to the good seasonal conditions. The changes in legislation and priority in relation widespread species.

Advice from NSW Department of Primary Industries (managing weeds that have become widespread across a region is a private benefit and is not something that can be achieved by using a regulatory approach). We provide educational advice to landowners in regard to widespread weeds and a focus on searching for new weeds that not known it occur in NSW or within QPRC. Plants like Parthenium weed or orange hawkweed and other prohibited weeds as part of the NSW Weeds Action Program, which QPRC receives funding from NSW government.

Council has secured tenants for space within the Queanbeyan Civic and Cultural Precinct and is negotiating with other potential tenants.

Recommendation:

No changes recommended

Submission 8: Braidwood Community Association Comments

The Braidwood Community Association (BCA) welcomes the opportunity to comment on the Queanbeyan-Palerang Regional Council (QPRC) Draft Operational Plan for 2023-24 (Draft Plan).

The comments given are also informed by the recent Braidwood community meeting held on 3 May and the supporting Braidwood Major Projects Update (Update) documentation.

- The BCA believes there should be greater transparency on where the cuts are being made in 2023-24 to meet the \$5.5m savings in the budget and urges QPRC to release this information.
- 2. The BCA is confident that pensioners in Palerang will welcome the additional \$40 voluntary rebate on their rates to belatedly bring them into line with pensioners in Queanbeyan.
- 3. The BCA seeks an assurance from Council that all uncompleted projects, not under review, will be rolled over into the 2023-24 Operational Plan.
- 4. The BCA would appreciate an explanation why there are differences between the budgets given in the Draft Plan and the Update for the 8 new bridges and receive confirmation that the projects without a cost in the Update are indeed funded by a grant.
- 5. The BCA again highlights the importance of the 'Renewal 88 Wallace Street' project on the main street of Braidwood and community expectations that it will be progressed sooner than later.
- 6. The BCA congratulates Council on successfully obtaining grants for 3 shared/foot paths and is pleased that Council has applied for grants for 3 more projects and has 2 further short paths in the Draft Plan. A recreational path around the outskirts of Braidwood remains a priority for the community, with the BCA asking when the next review of the Integrated Transport Strategy and the Braidwood Bicycle and Pedestrian Facilities Plan will commence?
- 7. The BCA reiterates that the rural part of the LGA places great importance on the upkeep and improvements to rural roads and this is an area which should be spared from cuts as far as possible.
- 8. The BCA asks for a firm commitment from Council that existing water users in Palerang will never have to contribute towards the cost of the installation of Bungendore's water supply pipeline.
- The BCA requests that an action to 'Draft appropriate heritage management controls for Braidwood township' is added to the Plan, as it was included in the 2022-23 Operational Plan and is yet to be undertaken.
- 10. The BCA requests that an action 'to lobby Government (State/Federal) to address blackspot mobile/internet issues in QPRC' is added to the Plan, as this was included in the 2022-23 Operational Plan and remains work in progress.
- 11. The BCA hopes that the adoption of the Affordable Housing Strategy will lead to significantly more action on this issue than is currently included in the Draft Plan.
- 12. The BCA notes with concern that environmental works are being cut at a time when extreme weather events are increasing the need for action, and is disappointed that the QPRC Urban Forest and Cooling Strategy appears not to be being implemented.
- 13. The BCA urges that the synergies arising from the four processes of the 'Braidwood Structure Plan', 'Braidwood Community Plan', Heritage NSW '15-Year Management Review of the State Heritage Register listing of Braidwood and its Setting' and Transport NSW 'Braidwood and Bungendore Transport Study' are fully exploited.

Response:

1. During the budget deliberation process, initial budgets were based on a 100% Asset Renewal Ratio, as benchmarked by the Office of Local Government; with projects

identified in various strategies and plans. In identifying the \$5.5m savings, it was these capital projects which were reduced, along with a significant operational cut.

Of those listed below, it's important to understand that projects such as local roads renewal and local roads maintenance grading after funded to the level that is greater than the 2022-23 budget, so in fact there has not been a reduction in budget.

Some of the reductions made during the budget process include:

Description

Building Renewal and Enhancements	\$1,500,000
Local Roads Maintenance Grading	\$850,000
Playground Renewal – Shade and new Equipment	\$350,000
Local Roads Renewal	\$1,442,000
New Footpaths	\$400,000
Operational reductions and employee costs	\$408,000
Other smaller amounts (\$25-\$75K) CAPEX	\$550,000

- 2. Noted
- 3. This is a decision that will be made by councillors in August 2023.
- 4. As the funding was received during 2022-23, some funding was allocated to that financial year. Any unspent funds will be carried over to the 2023-24 financial year. The full budget for the replacements are as follows:
 - 104710 BWD Honeysuckle Creek Bridge Replacement Majors Creek -\$836,000 (20% funded by Council)
 - 104711 BWD Jembaicumbene Bridge 1 Replacement \$1,430,000
 - 104712 BWD Jembaicumbene Bridge 2 Replacement \$2,260,500
 - 104713 BWD Jembaicumbene Bridge 3 Replacement \$946,000
 - 104729 BWD Jerrabattgulla Creek Bridge (Hereford Hall Rd) \$863,500
 - 104730 BWD Tantulean Creek Bridge (Little River Road) \$1,397,000
 - 104731 BWD Bedding Ground Creek Bridge (Reidsdale Road) -\$1,111,000
 - 104732 BWD Jerrabattgulla Creek Bridge (Jerrabattgulla Rd) -\$1,897,500
- 5. Noted
- 6. A review of the QPRC Integrated Transport Strategy and the Braidwood Bicycle and Pedestrian Facilities Plan will be undertaken when funding becomes available either through external grants or internal budget bids.
- Noted
- 8. The construction of the bulk water pipeline to Bungendore is contingent on a number of preconditions, one of which relates to an adequate funding source. The scale of the project is such that supplementary grant sources will almost certainly be required over and above those proposed to be raised from development contributions alone. Having said that, it is entirely possible that the latter source will need to be "forward funded" as a loan until such time as the developer contributions are progressively received. In the interim, the servicing of any loan would be attributed across all access and user charges as required.
- 9. The action is included in the 23-24 Operational Plan

- 10. The action is included in the 23-24 Operational Plan and states: Advocate for improved internet connectivity across the local government area
- 11. Noted
- 12. Noted
- 13. Noted

Recommendation:

No changes recommended

Submission 9: Seniors

A submission to the council to remind the council that we Seniors are here, 26.1 percent of Queanbeyan are Seniors. We should be acknowledged and that we should be celebrated. The Draft Operational Plan makes no mention at all of Seniors - it mentions 'youth' though. In 2021-2022 QPRC did not apply for any funding allocated by the NSW State Government for Seniors Week, when many councils were allocated funding and organised events during that time. Thank you for addressing our concerns.

Submission 10: Seniors

This is my comment/submission about the Draft Integrated Plans for 2023-224. Firstly. I'd like to commend you for making it possible for all eligible pensioners who reside in the LGA to access the \$40 rate rebate. However, it seems that you have forgotten that 27% of people who live here are seniors. And our numbers are growing, yet you to have neglected us in your plans. Surely it is part of your responsibility to take into account the needs of all groups in the LGA - children, youths, adults. migrants, Aboriginals and seniors? I look forward to a Queanbeyan that equally values all these groups

Submission 11: Seniors

I have read the Draft Operational Plan and would like to highlight the following: In the breakdown of Our Residents, Page 6, there are no senior statics, however, 26.1% of the LGA are seniors.

The Draft Operational Plan makes no mention at all of seniors - it mentions 'youth' though. For example:

Strategic Pillar 1 - Community

Service 2 - Community

Program	Responsibl e Branch	Program Income	Program Expenditur e	Net Result	FTE
Aged (1.1)	Community and Education	0	0	0	0

Service 2 – Community Output Performance Indicator Target 2.3.1 Active Ageing Assist with organisation and funding options 2 Events per year

Also, in 2021-2022 QPRC did not apply for any funding allocated by the NSW State Government for Senior's Week, when many councils were allocated funding and organised events during that time.

Seniors are an important community resource, participating and voting for our local community, we should be respected by being included.

Submission 12: Seniors

I am very concerned about the QPRC's Draft Operational Plans as it appears that the 26.1% of Queanbeyan seniors have been forgotten or overlooked.

This cohort of Queanbeyan's population should be acknowledged and should be celebrated. Has CPRC not realised that Seniors have a voice in our Local Government Area.

For your information

• 26.1% of the QPRC population LGA are seniors. If the Council has not factored in the growth of the Senior's population cohort then maybe you need to be aware of the

latest news that the Seniors cohort is growing and is expected to more than double by 2050 .

Look at the last 2 Census figures. Those in the Empty nesters group would now be
entering the Seniors cohort - and so on it goes - are we providing adequate facilities
for Seniors.

Service age group (years)	2021 Number	%	Regional NSW %	2016 Number	%	Regional NSW %
Empty nesters and retirees (60 to 69)	6,608	10.4	13.3	5,700	10.2	13.1
Seniors (70 to 84)	4,849	7.7	13	3,555	6.3	11.4
Elderly aged (85 and over)	777	1.2	2.8	680	1.2	2.7

The Draft Operational Plan makes no mention at all of seniors - it rightly mentions 'youth' but the seniors should be considered because of the increasing life expectancy and their contribution to the fabric of QPRC.

In 2021-2022 QPRC did not apply for any funding allocated by the NSW State Government for Senior's Week, when many councils were allocated funding and organised events during that time. Yet this popular Seniors Week event is always sold out and provides not only the Senior's with valuable information but provides Council with ideas about developing trends and services and resources to assist in future planning.

We appreciate the effort and the issues that the new Council is facing in trying to rectify the budget deficit but to ignore an increasing cohort in the QPRC's Draft Operational Plans neglects a future planning growths that will HAVE to be addressed by QPRC to provide adequate services and infrastructure to provide for residents who are and have been the backbone of our great city. Remember Queanbeyan was a city before Canberra and its residents were the people who built Canberra, don't fail the older people of Queanbeyan who may have to leave their homes, family and friends because they have no suitable facilities or infrastructure and are neglected by their Council who they have supported for many years.

Submission 13: Seniors

My partner & I are proud Seniors in the QPRC area.

I notice in the Draft Operation Plan there is NO reference to Seniors. And NO planning for Senior Activities.

I believe that over a quarter of the population are Seniors in this Council area. And we get NO mention. Hello, who wrote this?!

NO funding for a Senior's Week? What?! We are all getting older, even you lot!

If this is a Draft, can we get it sorted and include Seniors for something!!

Submission 14: Seniors

I have read Council's Draft Operation Plan and it would appear that the Seniors in the LGA have been forgotten yet again.

There is NO reference nor planning for Seniors nor activities for seniors.

Seniors make up over a quarter of the residents in the local area (26.1%), they are also the

voters at election time, they have paid taxes during their working life, yet after retirement they are the 'forgotten' population.

Seniors week 2023 was a dismal example of what QPRC does for the Seniors in our region, absolutely nothing! Surely there was a grant that QPRC could've applied for to provide some events during Seniors Week. To show that seniors are valued in our community!

The only event put on was in Bungendore - a 1 day Seniors Festival - by Regional Independent. It was a very fun and informative day and very appreciative of Regional Independent. Otherwise the week would have passed without any recognition to Seniors (in this LGA) whatsoever.

If this is a 'Draft' then please recognise and include the Seniors in your Operational Plan.

I am a senior and one day you will be too. Some seniors are on their own and look forward to events such as Seniors Week.

Response:

The draft budget includes \$1,000 for a Seniors Week event, noting that this is usually enhanced by external funding. During 2022-23, this grant funding application was missed due to a changeover in staff at a critical stage of the process.

Under the 'Community' program, there is a program titled 'Aged' which refers to Council's work with seniors in the community. In the Operational Plan, it is noted in a number of sections that specific program do not have a budget allocated to them, however costs are associated with another program. In regards to the Aged program, funding is allocated under Program 2.6 – Community Development, which includes staff costs and any other costs, noting that most project and event funding is obtained via grants. It should also be noted that while local government has a role in working with seniors, the major responsibility sits with the NSW and Federal Governments.

The Fees and Charges also reflect support for Seniors with discounted prices for entry fees into the Swimming Pools and other facilities, which have been reduced to the same as Concession Card holders.

Our Libraries, sporting facilities and other community assets or events are inclusive of all ages, and accessibility and affordability is a primary objective.

Council has included in the 2023-24 Revenue Policy an additional \$40 pensioner rebate across the whole local government area. In accordance with Section 575(3) (a) of the Local Government Act (1993), Council must provide a rate reduction of 50% of the amount of the rate levy, to a maximum rebate for combined general rate and domestic waste management charges of \$250; \$87.50 for water charges; and \$87.50 for sewerage charges to all eligible pensioner ratepayers. The additional \$40 rebate will cost Council around \$90,000.

Additionally, Council has provided the Queanbeyan Senior Citizens Group with access to the former Visitor Information Centre in Queanbeyan for their activities, staff provide assistance with grant submissions and we are looking to provide free access to community facilities for community-focused groups.

Recommendation:

No changes recommended

Submission 15: Seniors and Bungendore Pipeline

Positives

- 1. Bungendore Town Centre Master Plan allocation of \$70K
- Frogs Hollow Landscaping \$307,000 funded through developer contributions.
 Would be great is council could actively seek grants to complete the master plan
- 3. New Bungendore pool council commitment for at least \$5M for this important project. Would be great if council could actively seek state and federal funding to complete the project for the 2024/2025 swim season
- 4. Review of Bungendore Floodplain Risk Management Study and Plan

Negatives

- 5. No mention of seniors in the draft plan. Seniors make up 26.1% of our LGA. Great to have activities for seniors at the Qbn library but not all seniors can get to the Qbn library. Understand that staffing impacts these events for Bungendore and Braidwood libraries, however councils community engagement team could be more involved. More collaboration with the relevant groups across the LGA would be appreciated and I am sure welcomed.
- Disappointing that this year council did not apply for any funding via the state NSW Seniors Week funding (these grants open every year in August). No council seniors' events were held this year.
- 7. Queanbeyan to Bungendore Pipeline should be funded by state and federal government \$1,560,000 of developer contributions would be best spent elsewhere.

Response:

- i. Noted
- If a grant funding opportunity presents itself, Council will consider applying for funding for this project. Plans of spending to be conveyed to the community
- 3. Noted
- 4. Noted
- 5. See response to submissions 9-14 above.
- 6. See response to submissions 9-14 above.
- 7. The construction of the bulk water pipeline to Bungendore is contingent on a number of preconditions, one of which relates to an adequate funding source. The scale of the project is such that supplementary grant sources will almost certainly be required over and above those proposed to be raised from development contributions alone.

Recommendation:

No changes recommended

Submission 16: Natural Resources, Environment

1. Funding for management of natural resources

The main area of Landcare concern is the funding for management of our natural resources, particularly the protection and care of the unusually rich biological resources across the Council area and the ongoing management of natural and rehabilitated sites. Our previous submissions of March 2018, September 2020 and January 2023, and our participation in the Council Workshop of 9 December 2020 highlighted the specific areas where priority action is required, both on ground management and strategic planning.

Any funding of environmental management projects will be reliant upon uncertain grant funding. This is of great concern to our members, who consider that investing in a well - trained team of employees familiar with our local natural resources and working with other agencies, is the only efficient way to achieve sustained caring of our environment on the

ground. The same applies to the implementation of the Climate Change Response Strategy and the Urban Forest Cooling Strategy. 'Stop-start', ad hoc funding is the scourge of environmental management.

 To our knowledge, there are no operational, on ground staff on Council, aside from the already hardworking Biosecurity Invasive Species Team, that are dedicated to managing or undertaking land management and conservation works. Council have continued to invest in staff and facilities for parks, sports, recreation and gardens.

In particular, investigative work is urgently needed to fully map, define and secure connectivity of habitat across the Council area, to pick up from the 2008 Biodiversity Study, including in urban areas where the greatest threats lie. It is noted, and welcomed, that the Draft Plan (24.1.4) provides for the development of a GIS Map layer showing all high conservation vegetation sites. This needs to be done in collaboration with the community and with State agencies. This is a long-term planning priority to provide for resilience of our natural systems against the emerging multiple impacts of climate change.

Submission recommendation: Queanbeyan Landcare ask that a small % of the 18% increase in rates be directed to on ground and investigative projects, including starting to develop a dedicated Natural Areas Management Team.

2. Sale of Land, 93 Ellerton Drive East Queanbeyan

It is with surprise that the sale of two hectares of bushland at 93 Ellerton Road was sighted in the draft Plan, Appendix 3, Property Overview Table. This bushland area is diverse and rapidly rehabilitating and comprises an element in the Eastern Escarpment wildlife corridor. It abuts the significant Bywong Creek_and the Bywong Park Reserve facing Atkinson Street. Both of these sites feature on Queanbeyan Landcare's comprehensive map of landcare projects involving Queanbeyan Landcare, its predecessor organisations and Council. 93 Ellerton Drive was subject to a huge clean up about 25 years ago, involving the community and Council. Bywong Creek and Bywong Park benefited by a large planting of trees about the same time.

- The subject land is likely part of the unique Queanbeyan Box Woodland Community (Attachment B).
- There has been no consultation with the community to our knowledge, on this sale proposal. For an organisation dedicated to protecting existing woodland and rehabilitating many other sites, this is disappointing.

Submission recommendation: The sale of 2 hectare 93 Ellerton Drive be omitted from the 2023 Plan and that a full investigation of the site's ecological and landscape values be undertaken.

3. Disaster Recovery Compensation costs

We have also prepared two proposals on the application of anticipated funding that Council may receive for Disaster Relief. We understand that Council is claiming \$2million for disaster recovery and compensation costs.

Submission recommendation: Queanbeyan Landcare members recommend that Council direct sufficient funding to **Measures 4 and 7** as detailed in the 2020 Queanbeyan Floodplain Risk Management Study and Plan that Council has adopted (and also the forthcoming Bungendore Floodplain Risk Management Plan).

It is not clear to us what steps in the draft Integrated Plan have been taken to date to implement the Plan, but noting that \$100,000 has been allocated for the Queanbeyan Floodplain Management Strategy.

- Measure 4 is about community awareness and could include among other things the flood markers as outlined in our analysis of the QFRMS&P at Attachment C.
- Measure 7 is about vegetation management along our waterways, particularly the Queanbeyan and Shoalhaven Rivers and Turallo Creek in Bungendore. This is one of the many areas which Landcare networks are equipped to collaborate for mutual gains.

4. Financial Sustainability

Since 2020, Queanbeyan Landcare has submitted and discussed proposals for Council to approach the ACT Government re gaining a fair share of the \$3million paid annually by Queanbeyan and Jerrabomberra residents to the ACT Government through the 65 cents per kilolitre Water Abstraction Charge (environment levy). The proposal is for a negotiated amount to be expended on natural resource management in caring for soils, water and vegetation in the NSW sections of the Molonglo and Queanbeyan catchments.

- We understand that Council has not resolved to make a formal approach to the ACT Government.
- This is an issue that we suspect many residents would support: however, very few
 people are actually aware of the WAC, as it doesn't appear on our water accounts.
- This could go a long way to assist Council to sustain a team of 3 trained officers to undertake on-ground management and liaison.

Submission recommendation: Council begin consultation with the ACT Government on accessing a portion of the plus \$3million revenue paid by QPRC area residents to the Water Abstraction Charge, to be used to fund a Natural Areas Management strategy.

The other area of financial sustainability relates to the proposed new Sewage Treatment works, estimated to cost \$160 million and also the Queanbeyan/Jerrabomberra Water Supply. Landcare, in its earlier submission on the Special Rates Variation, suggested that Council go back to the ACT Government and again discuss the ACT's idea of an alternative, a Regional Sewage Treatment System and also consider passing both the water and sewerage assets to ICON WATER permanently.

Response:

1. Council does have operational, on ground staff involved in land management and conservation work. In addition to the biosecurity weeds team, there are two permanent staff employed in Council's Urban Landscapes team involved in bushland management. Additionally, the amenity weeds sprayer works closely with the bushland team to manage weeds in natural areas. Council is continually working on implementing the actions of both the Climate Action Plan and Urban Forest Cooling Strategy; however, it is likely that project work in the environmental area will need to be grant funded. Council intends to undertake an internal project in the 2023-24 financial year to consolidate all data relating to high conservation vegetation sites. This will be used to further inform the roadside vegetation management policy and guideline and plan future conservation activities across the LGA.

- 2. Sale of part of 93 Ellerton Drive was conditional on development application consent being granted for the parking area (DA.2020.1676). As part of the DA process, the applicants commissioned both an Ecological Impact Assessment and Statement of Environmental Fact which are able to be viewed upon request. Special conditions have also been included under the DA marking out trees to retain and protect. Overall, the area to be sold to the Gospel Trust is a relatively small portion of the total area. Council still retains control over the majority of the woodland. This acts as a form of protection for future use of the area. The purchasers have paid the deposit, but settlement will not be finalised until subdivision of the lot is registered. Given the area in question is classified as Council Operational Land, there was no requirement or obligation for broader consultation to occur.
- 3. Disaster recovery funding is required to be spent on damaged assets. Applications for funding must quantify the damage that is being fixed. Funding for measures within the Queanbeyan Floodplain Risk Management Plan are considered during the budgeting process and when grant funding becomes available.
- 4. Council has already tested the validity of the charge in court and was unsuccessful. There is no appetite to revisit this. However, Council would be willing to write to the ACT Government to seek funding for natural resource management projects within Queanbeyan. Council would also encourage Queanbeyan Landcare to take a similar approach. Council adopted a business case for the QSTP and the project is progressing through the planning phase.

Recommendation:

No changes recommended

Submission 17: European Wasps

Council is aware that for many years now there has been considerable wasp activity in our region, mostly in the CBD areas. Wasps congregate where there are food sources, especially around car bumpers and food waste in street and park bins. Braidwood's highly valued urban creek systems provide very suitable wasp habitat. The European wasp has proven to be very successful in the Braidwood context and poses a high safety risk to residents, visitors, and the local ecology.

It is clear to Braidwood residents and community groups that current efforts by individuals, businesses, and QPRC are not adequate or sufficiently coordinated to be effective at managing the existing European wasp numbers and will fail to keep up with the anticipated population increases expected in the coming spring (August 2023).

As such, we are seeking an increased commitment of dedicated funding for a wasp control program to ensure no disruption to future baiting programs at crucial times in the season. We also seek an ongoing commitment to working with community partners to ensure a coordinated management strategy.

QPRC's willingness to consult and work in partnership with concerned community representatives on this matter is greatly appreciated. Continued assistance from QPRC with conducting community education programs, school education and support for the current community led and driven initiative would also be appreciated. Engagement, education and support of all community and individual efforts is a crucial component of a successful strategy.

We appreciate that QPRC has been responsive to community concerns and have been conducting wasp control measures, including funding a baiting program on Council and Crown lands, over the last two years. Unfortunately, despite the work that council has recently funded to trap and bait wasps, the wasp numbers are still climbing. There is concern

that a gap in payment to the contractor due to insecure funding arrangements resulted in a servicing gap in the program, which may have reduced the efficacy of the program.

It is clear that a higher level of effort is needed and this effort needs be across tenure and coordinated to make the most effective use of what resource Council and the community have available.

The European wasp issue in Braidwood presents a major risk to everyone's personal health and safety and is a significant threat to tourism, agriculture, and wildlife.

We formally request that:

- 1. Council plays a co-ordinating role in the collective, cross-tenure management needed to address the European wasp problem in Braidwood.
- 2. There is increased funding allocated to a specific European Wasp Control Program for Braidwood through the Biosecurity budget.

Council formalises a commitment to ensure adequate, dedicated funds for the locality of Braidwood that will provide continuous management to prevent this serious invasive pest species from building a stronghold locally

Response

Council does not currently have a dedicated budget for control of European Wasps, rather it does so through its Urban Landscape budgets for "Open Space Grouped", "Sports Fields Grouped" or Biosecurity Weeds budget, depending on location. Council staff and contractors have baited for wasps or treated wasp nests across the entire LGA including Googong, Braidwood, Bungendore, Captains Flat and Queanbeyan Area. The infestations are wide spread and are on both private and public land. It is the property owner's responsibility to manage pest species on their own land and no amount of money spent by Council will be effective if individual property owners do not treat nests on the private property.

The most effective chemical-free method for the community to be actively involved in reducing the spread is the Laurie Lure, for which Council has produced information for the community and staff have attended community meetings in Braidwood to teach people this method.

In total, Urban Landscapes has expended around \$25k per annum to control European wasps, but this is not just for Braidwood and it reduces what we can spend on other park activities. If a dedicated amount of \$25k was to be placed in the budget for European wasp management, it is important that it is clear that the funding is for the entire local government area. Council can not treat nests on private land, the owner needs to engage a licence pest controller.

Recommendation

Consider allocating \$25,000 to undertake European wasp control across Local Government Area.

${\tt REPORT\,|\,COMMUNITY\,ENGAGEMENT\,|\,DRAFT\,INTEGRATED\,PLANS\,2023-24}$

Table 1 - Submission 2

	Y / WVSC - Bronze	QPRC/QLSC	Comments
Total annual cost	Total annual cost \$ 1,652 (\$63.55 p/FN)	\$1,344 (336 p/T)	With the new proposed fees increase to \$7 per session, it will increase the cost to \$2,184. Depends on how many sessions you attend per week. The costs will actually reduce for over 60% of current squad members.
No. of sessions per week	5	6	2-6
Session length	1.5-2 hours	1.15-1.5 hours	60-90 minutes
Total No. of hours per week	8	8	Depends on sessions registered for
Access to the Gym	Yes (unlimited)	No	There is no gym at QPRC
Coach attending meets	Yes (included)	No (club pays extra)	QPRC is not a swimming club. QLSC is the swimming club and charges fees on top of squad training for activities.
Access to the facility	Yes (unlimited) (including water slides etc)	None. Entry fee applies	
Lane assigned to squad	3-4 lanes (with ability to use all 8 lanes with busy sessions)	2	2 in winter, up to 8 in summer
Max number of swimmers per lane	5	8-10	8
Program/Club reputation	Several swimmers attending national meets, winning medals on NSW country and joining Australia national team	Recently started producing strong swimmers attending NSW country meets	
Others	Monthly club night with no extra fees	Club pays for lane hire.	QLSC received a \$2,000 grant from QPRC

Table 2 - Submission 3

The s.355 Committee would like to see the following changes implemented:

Hire of Pavilion		\$550 per day
User group (Pavilion)		\$165
Hire of Ground reserve	(remove 'old')	\$250
User group (Grounds)		\$150
	(remove 'camping – use	
	disabled toilet only')	
Camping (Primitive) per car		\$25
full toilet facilities		
User group camping		N/C
Hire of Harry Collett stand		\$110
User group (H Collett stand)		N/C
	Remove hire of PA system	
Cleaning bond for casual		\$1000; bond to be refunded
hirers of Showground		if facilities are deemed
facilities		suitable at post function
		inspection
Cleaning bond – user groups		N/C
	Remove hire of new	
	amenities + user group	
Hire of ground (water levy)		\$150
User group (water levy)		\$150
Hire to be negotiated with	Remove 'weekly'	Negotiated with committee
s.355 committee		
	Remove 'Hire of back	
	paddock'	<u> </u>
Security Related Charges		To remain as is
Use of lighting towers		\$250 flagfall to turn on and
		off
		+ Hourly rate t.b.a
		N.B. unable to provide
		hourly rate at this stage due
		to above mentioned
		restrictions

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

28 JUNE 2023

ITEM 9.13 ADOPTION OF OPERATIONAL PLAN AND FEES AND CHARGES 2023-24

ATTACHMENT 2 COLLATED SUBMISSION - 2023-24 INTEGRATED PLANS

Submission 8

BRAIDWOOD COMMUNITY ASSOCIATION

Comments on the QPRC Draft Operational Plan 2023-24

The Braidwood Community Association (BCA) welcomes the opportunity to comment on the Queanbeyan-Palerang Regional Council (QPRC) <u>Draft Operational Plan for 2023-24</u> (Draft Plan).

The comments given are also informed by the recent Braidwood community meeting held on 3 May and the supporting <u>Braidwood Major Projects Update</u> (Update) documentation.

Summary

- The BCA believes there should be greater transparency on where the cuts are being made in 2023-24 to meet the \$5.5m savings in the budget and urges QPRC to release this information.
- The BCA is confident that pensioners in Palerang will welcome the additional \$40 voluntary rebate on their rates to belatedly bring them into line with pensioners in Queanbeyan.
- The BCA seeks an assurance from Council that all uncompleted projects, not under review, will be rolled over into the 2023-24 Operational Plan.
- The BCA would appreciate an explanation why there are differences between the budgets given in the Draft Plan and the Update for the 8 new bridges and receive confirmation that the projects without a cost in the Update are indeed funded by a grant.
- The BCA again highlights the importance of the 'Renewal 88 Wallace Street' project on the main street of Braidwood and community expectations that it will be progressed sooner than later.
- The BCA congratulates Council on successfully obtaining grants for 3 shared/foot paths and is pleased that Council has applied for grants for 3 more projects and has 2 further short paths in the Draft Plan. A recreational path around the outskirts of Braidwood remains a priority for the community, with the BCA asking when the next review of the Integrated Transport Strategy and the Braidwood Bicycle and Pedestrian Facilities Plan will commence?
- The BCA reiterates that the rural part of the LGA places great importance on the upkeep and improvements to rural roads and this is an area which should be spared from cuts as far as possible.
- The BCA asks for a firm commitment from Council that existing water users in Palerang will never have to contribute towards the cost of the installation of Bungendore's water supply pipeline.
- The BCA requests that an action to 'Draft appropriate heritage management controls for Braidwood township' is added to the Plan, as it was included in the 2022-23 Operational Plan and is yet to be undertaken.
- The BCA requests that an action 'to lobby Government (State/Federal) to address blackspot mobile/internet issues in QPRC' is added to the Plan, as this was included in the 2022-23 Operational Plan and remains work in progress.
- The BCA hopes that the adoption of the Affordable Housing Strategy will lead to significantly more action on this issue than is currently included in the Draft Plan.
- The BCA notes with concern that environmental works are being cut at a time when extreme
 weather events are increasing the need for action, and is disappointed that the QPRC Urban
 Forest and Cooling Strategy appears not to be being implemented.
- The BCA urges that the synergies arising from the four processes of the 'Braidwood Structure Plan', 'Braidwood Community Plan', Heritage NSW '15-Year Management Review of the State Heritage Register listing of Braidwood and its Setting' and Transport NSW 'Braidwood and Bungendore Transport Study' are fully exploited.

Budget Cuts

The BCA notes that the budget presented in the Draft Plan is predicated on IPART approving the Special Rates Variation proposal of an 18% increase per annum over three years and a \$5.5m per year reduction in QPRC's budget.

The BCA notes that the 2023-24 budget has been built on the premise that existing services will be maintained. It also notes that the reductions in expenditure are already included in the draft budget presented, including only achieving around 90% of the asset maintenance ratio benchmark in 2023-24. Otherwise, the draft Plan appears to be silent on where the \$5.5m in cuts are being made, although it does specify where the cuts were made during 2022.

At the Braidwood community meeting it was orally reported that expenditure on roads will be cut from \$3.6m to \$2.1m and environmental works cut from \$1.5m to \$1.3m.

The BCA acknowledges that difficult decisions need to be made when making cuts and that Councillors have held workshops prior to agreeing to the draft budget. However, the BCA believes there should be greater transparency on where the cuts are being made in 2023-24 and urges QPRC to release this information.

Additional \$40 pensioner rebate to pensioners in Palerang

The BCA is confident that pensioners in Palerang will welcome the additional \$40 voluntary rebate on their rates to belatedly bring them into line with pensioners in Queanbeyan. It is unclear from the documents what is the definition of an "eligible pensioner" for this rebate. The BCA assumes that it is holders of a Pensioner Concession Card who will receive this rebate.

Braidwood and District Projects in the Draft Plan

The BCA is pleased to see that there are 15 separate BWD and 2 NRG projects listed in the Draft Capital Works Program (see Attachment 1) for a total cost of \$12.7m.

The BCA notes that 99% of the funds for these projects come from new grants, internal reserves¹ and external reserves². This compares with only 68% of the funding for the Draft Capital Works Program for the rest of QPRC coming from grants, internal or external reserves. In this time of austerity and rapidly increasing rates, the BCA believes that capital works should be funded wherever possible by grants and dedicated charges and not by general rates or new loans.

A key project which has been rolled over repeatedly since 2019-20 is the Braidwood Pool Upgrade. It is pleasing to see that work on this project has now commenced and hopefully it will be completed in time for the next swimming season. The BCA is pleased to see additional work is to be done to improve independent access to the pool.

The vast bulk of the expenditure for Braidwood and District projects (81%) is for eight new bridges. These appear to be funded under the Fixing Country Bridges and Bridges Renewal Programs. The BCA would like to congratulate Council on obtaining these grants. It notes though that the costs given in the Draft Plan differ to those given in the Update and for 4 bridges there are no costs given in the Update. The BCA would appreciate an explanation why there are differences and confirmation that the projects without a cost in the Update are indeed funded by a grant.

The BCA notes that the Saleyards Upgrades have been rolled over again (4th time since 2019-20) as have the Depot gates and repair to workshop (3rd time since 2020-21).

Rollover of uncompleted existing projects

The roll-over of uncompleted existing projects appears to be a perennial issue in the way the Draft Plan is compiled. At this stage in the process, they are largely excluded (but not entirely as indicated above). This is not ideal.

 $^{^{1}\,\,}$ The BCA understands these are largely from water and sewerage charges.

² The BCA understands these are largely previous grants quarantined for a purpose.

For 2022-23, the uncompleted projects were dealt with by a separate Carryover Report. This then caused problems with subsequent capital project reporting to Council with these projects not included. The BCA alerted Councillors to this and to several other issues with the reporting in the Delivery Program Update – July-December 2022 which was tabled at the Council meeting held on 23 February 2023.

The BCA is pleased to have received a response from Council staff that following our intervention they will be making the following changes:

- Addition of a new project status to capture projects that are cancelled or no longer progressing;
- Reactivation of a process to ensure that projects that are not completed at the end of one financial year, are carried over in reporting for the new year;
- Reactivation of a process that captures projects that are added during the financial year;
- Development of a best practice guide for reporting.

The BCA is aware that Council has been short of some key staff members involved in this reporting and hopes that the positions can be filled, and this key transparency role can be fulfilled.

Timely completion of projects

The BCA is mindful that the project cycle can take quite several years from conception to completion, but it does seem that many projects take much longer than envisaged.

Lascelles Street Upgrade was one of those projects and was initially due to commence in the fourth quarter 2020. The works have dragged on and have led to quite some disruption to those shopping at the Braidwood IGA. The BCA is delighted that this road has now been reopened with the resumption of normal trading, and to have a smart new well drained street, with an avenue of trees planted.

Another such project is the *Stage 4 Kings Highway/Nerriga Road Intersection*, which the BCA was informed in March 2021 should be completed by the end of that financial year and now it is hoped that it will be completed in July 2023.

Further projects which have led to disruption are the two projects at the Braidwood Showground - *Upgrade and installation of lighting* and *Upgrade of electrical supply at Braidwood Showground*. These projects were delayed during the wet weather, which led to the cancellation of the Braidwood Show for 2023, the fourth cancellation in a row of this key local event (previously because of the fires and wet weather). The BCA does not know why the work was not deferred until after the show. The works have also meant that there has been no camping at the showground for some time (restarting shortly) and none of the normal Parkrun or horse events there.

Carparking - Renewal - 88 Wallace Street

The lack of adequate carparking in Braidwood is a key issue, particularly for businesses as it leads to lost commercial opportunities. According to the Update there is \$2m (\$1.4m in grants and \$600,000 from QPRC) allocated to Renewal - 88 Wallace Street.

This project seemed to have stalled with informal consultation commencing in February 2022 and with the Update stating the next step being 'Community consultation and commencement of concept design'. The BCA would like to again highlight the importance of this project on the main street of Braidwood and community expectations that it will be progressed sooner than later.

Footpaths and Pedestrian Refuge

Paths are an important issue for Braidwood and a priority for all ages of the community, in particular older persons (some with significant mobility issues, with an increasing usage of motorized scooters), children and teenagers. Braidwood has the highest percentage (12.3%) of people who walk, or cycle compared to the rest of the LGA³ and yet the town is still to have a proper network of foot and bicycle paths installed.

Increasing numbers of home-based workers and a growing population have increased the need for footpaths.

As part of QPRC's Integrated Transport Strategy (ITS), there is a <u>Braidwood Bicycle and Pedestrian Facilities Plan</u> (BPFP) which was adopted in 2020. The BCA congratulates Council on successfully obtaining grants for with 3 shared/foot paths (Lascelles St, Elrington St and Coronation Avenue) where work has commenced and is pleased that Council has applied for grants for 3 more projects (Duncan St path, refuge island on Lascelles St / Elrington St and another refuge island on Lascelles St/Monkittee St) and has 2 further short paths in the Draft Plan (Elrington and Lascelles Streets).

The BCA notes that the drafting of the ITS and the BPFP started in 2017 and should be reviewed every 5 years. The BCA therefore asks when the next review of the ITS and the BPFP will commence?

A recreational path around the outskirts of Braidwood, for the benefit of residents and visitors alike, remains a priority for the community.

The BCA hopes that the current Transport NSW 'Braidwood and Bungendore Transport Study' provides an opportunity to set out the case for more funding for shared/footpaths in Braidwood by the NSW Government.

Rural roads

Maintenance of rural roads was a big challenge for QPRC during the past year, especially with the wet conditions leading to repeated deterioration of the roads. Thankfully the roads are now generally in a much better condition, although still with work to be done, and the BCA thanks QPRC for its efforts.

The BCA would like to reiterate that the rural part of the LGA places great importance on the upkeep and improvements to rural roads and this is an area which should be spared from cuts as far as possible. With the roads budget orally reported to be reduced from \$3.6m to \$2.1m or a \$1.5m (41.7%) cut, this appears not to be the case. It is also in sharp contrast to the statement 'The importance of a safe, well maintained and improved local roads network is a priority for Council' (p19).

The BCA notes that the road reseal program is due to be finalised during the public exhibition phase (p88), but not by the time this submission was finalised, and that currently there is no mention of any projects in the Braidwood district.

Braidwood's water supply

The BCA notes that one of the actions in the 2022-23 Operation Plan was to 'Consider NSW Public Works report on Braidwood's water supply' (p70). This report was provided in March 2021. As far as the BCA is aware this has not occurred and that this report has not been tabled at a Council meeting. Also, the Braidwood Structure Plan Discussion Paper was silent on the existence of this report.

The BCA has seen this report informally and has serious reservations about the methodology used as appropriate for Braidwood's situation. It is based on average water supply scenarios, when Braidwood either has a plentiful water supply while the Shoalhaven River is flowing, or no supply when it is not.

³ p49 of the QPRC Draft Local Strategic Planning Statement "Towards 2040".

Security of Braidwood's water supply is considered by residents to be one of the most important issues to be addressed following the water restrictions during 2019-20 and has been repeatedly raised by the BCA as a key issue of concern.

To recap: following the prolonged drought and the Shoalhaven River ceasing to flow, Stage 2 restrictions were imposed on 22 November 2019. These were raised to stage 3 on 13 December and were escalated to stage 4 restrictions – the highest level possible – on 10 January 2020, with Council having to transport potable water to Braidwood. From 14 February 2020 restrictions were progressively reduced when the Shoalhaven River started to flow again.

Braidwood's water supply is reliant on water being pumped from the Shoalhaven River to a storage dam which holds 80ML. When the river stops flowing the water supply is turned off and the size of the storage dam is no longer adequate for Braidwood's growing population.

The BCA believes that residents in Queanbeyan would find the imposition of stage 4 water restrictions totally unacceptable and there is no reason why it should be considered acceptable for any residents in QPRC on town water.

The BCA again underlines the importance of drought proofing Braidwood's water supply and requests that the NSW Public Works report on Braidwood's water supply is considered by Council soon and that the Braidwood community be fully consulted before any decisions are reached on this issue.

The BCA also notes with considerable concern that QPRC is moving to secure Bungendore's water supply with a possible <u>pipeline</u> from the ACT. This will be a major capital project and initial estimates suggest this will cost in the order of \$65m, more than twice the cost of the total capital works for Palerang of \$31.6m over the 10 year period estimated in the current <u>The Integrated Water Cycle Management Strategy - Palerang Communities</u> (IWCMS), and possibly far beyond the financial capacity of the Palerang Water Fund.

The fact sheet states 'it would be paid for by developer contributions received for water supply or by external grants'. However, the BCA submits that the existing charges for water users in Palerang are already too high due to an error in the methodology for calculating the charges under the IWCMS⁴ with water users effectively paying for part of the growth investment. If this is not rectified, and/or there are cost overruns in the construction of the pipeline, then by the nature of the way the charges are currently calculated, water users will have to make up any shortfall in developer contributions. The BCA asks for a firm commitment from Council that existing water users in Palerang will never have to contribute towards the cost of the installation of Bungendore's water supply pipeline.

Heritage

The BCA notes that the Draft Plan has \$22,000 allocated for Heritage Grants, savagely down from \$150,000 in 2021-22 (no budget was specified in 2022-23). The BCA understands that it is easier to make cuts to discretionary spending like community grants in a period of budgetary austerity, but hopes Council will be able to increase the funding for these grants as soon as it is feasible.

The BCA notes that in the 2022-23 Operational Plan, Council intended to '*Draft appropriate heritage management controls for Braidwood township*' (p57). This is not repeated in the Draft Plan. Why is this the case, as these are urgently needed?

The Heritage NSW '15-Year Management Review of the State Heritage Register listing of Braidwood and its Setting' currently being undertaken by the consultants GML is dragging on. This review will assist Council and residents to clarify any changes needed to the existing heritage management controls. The BCA urges Council to lobby the NSW Government to get this review completed expeditiously.

The number of new houses assumed were based on historical numbers built and not the expected higher level of future numbers. For detail see: https://www.braidwoodcommunity.org.au/wp-content/uploads/Palerang Water Charges Note Final.pdf

The BCA notes that Braidwood's heritage listing and the town's historic centre are significant economic assets for QPRC. To preserve the town's unique character, and to realise the economic potential identified in QPRC's tourism strategy, the BCA urges Council to advocate for more funding and assistance for owners of heritage listed properties in Braidwood.

Blackspot mobile/internet issues in QPRC

The BCA welcomed the inclusion of an action to 'lobby Government (State/Federal) to address blackspot mobile/internet issues in QPRC' in the 2022-23 Operational Plan (p70). The Draft Plan is silent on the issue. While there have been some improvements, this remains work in progress and one of the most significant issues in rural areas. It is not only a constraint on economic development, but also on safety and support during times of emergency.

The BCA requests that an action to 'lobby Government (State/Federal) to address blackspot mobile/internet issues in QPRC' is included in the draft plan.

Adopt Affordable Housing Strategy

This is a major and pressing issue and is only getting worse. The BCA is very supportive of Council's decision on 9 March 2022 to develop an Affordable Housing Strategy. Public consultation on a draft Strategy closed at the end of February 2023 with a final Strategy yet to be presented to Council.

The Draft Plan only has two passing references to affordable housing – 'Support a diversity of housing stock, including affordable housing, by identifying strategies in collaboration with Council, other levels of Government and stakeholders' (p52) and 'Use council land or other property to seed affordable housing or business incubation initiatives, through: 1. Low entry lease and portion of turnover; 2. Other negotiated returns; [and] 3. Maintaining the property in Council ownership (p92).'

The BCA hopes that the adoption of the Affordable Housing Strategy will lead to significantly more action than this.

Environmental Programs

The BCA notes with concern that environmental works are being cut at a time when the effects of climate change are exacerbating extreme weather events, thus increasing the need for action to reduce greenhouse gas emissions and adapt to the varying impacts of a changing climate. In this respect it is disappointing that the QPRC Urban Forest and Cooling Strategy adopted by this Council in March 2022 appears not to be being implemented. Indeed, the fact that it was not even mentioned in the Braidwood Structure Plan discussion paper as an issue, or even listed on the QPRC's website page for Strategies and Plans until the BCA pointed out this omission recently, suggests that this strategy is simply not on QPRC's radar.

Other reviews

The BCA notes that the draft Braidwood Structure Plan is now due to be presented in late 2023 for further consultation and that the process of developing a Braidwood Community Plan is due to commence shortly. These two plans will be very important contributions to the next iteration of the Integrated Planning and Reporting Framework, with the BCA keen to work closely with Council on them.

These plans are interrelated and are linked to the Heritage NSW '15-Year Management Review of the State Heritage Register (SHR) listing of Braidwood and its Setting' and to Transport NSW 'Braidwood and Bungendore Transport Study'.

The BCA urges that the synergies arising from these four processes are fully exploited.

Thank you for your consideration.

Submitted by Sue Murray BCA President On behalf of the Braidwood Community Association

8 June 2023

BRAIDWOOD COMMUNITY ASSOCIATION

Attachment 1 QPRC Draft Capital Works Program 2023-24 for Braidwood and District Source of Funds (\$'000) Total BCA Comment No Project description Expend General Fees Grants Internal External Developer Sale of New -iture Revenue & Other Reserves Reserves Cont Assets Loans (Rates) Income Community Rolled-over from 2019-20 104105 BWD - Braidwood Pool Upgrade 1.029 1,028 104739 BWD/QBN - Independent access Braidwood/Queanbeyan pools 200 40 160 100944 BWD - Saleyards Upgrades 42 Rolled-over from 2019-20 42 Connection 102002 NRG - Nerriga Rd 461 18 443 104710 BWD - Honeysuckle Creek Bridge Replacement Majors Creek 686 653 33 104711 BWD - Jembaicumbene Bridge 1 Replacement 1.380 858 522 104712 BWD - Jembaicumbene Bridge 2 Replacement 2,211 1,356 854 104713 BWD - Jembaicumbene Bridge 3 Replacement 896 568 328 104729 BWD - Jerrabattgulla Creek Bridge (Hereford Hall Rd) 295 814 518 104730 BWD - Tantulean Creek Bridge (Little River Road) 509 1,347 838 104731 BWD - Bedding Ground Creek Bridge (Reidsdale Road) 1,061 667 394 104732 BWD - Jerrabattgulla Creek Bridge (Jerrabattgulla Rd) 709 1.848 1.139 104723 BWD - Elrington Street Footpath (Wilson St to Keder St) 29 29 104724 BWD - Lascelles St Footpath (Wallace St to Monkittee St) 34 34 104299 BWD - Depot security gates and repair to workshop 104 Rolled-over from 2020-21 104 710036 BWD - Braidwood Landfill reinstatement 520 520 710035 NRG - Nerriga Waste Transfer Station 260 260 Total Bridges 10,243 0 6,660 0 0 3,611 33 0 0 12,662 0 8,171 Total 122 0 0 563 3,771 33 OPRC Total 80,110 5,964 1,639 21,591 9,219 27,463 6,626 500 7,106 Braidwood as % of QPRC Total 15.8% 2.0% 0.0% 37.8% 6.1% 13.7% 0.5% 0.0% 0.0%

Submission 16



Queanbeyan Landcare Inc. PO Box 848 Queanbeyan 2620

Chief Executive Officer
Queanbeyan Palerang Regional Council
Crawford Street
QUEANBEYAN 2620

Comments on the 2023-2024 Integrated Plan: CENTRAL PILLAR, CHARACTER: A clean, green community that cherishes its natural and physical character: • We protect our healthy natural environment whilst experiencing the benefits of a sustainably growing area.

I am writing on behalf of the members of Queanbeyan Landcare Inc, in relation to the draft Integrated Plan. Queanbeyan Landcare now has 65 members and many other involved residents and continues to have many collaborative projects with Council, going back 35 years.

We note that expenditures in the Plan have been prepared on the assumption that Council will have the rate increase of 18 percent Special Rate Variation approved for this year and 2 succeeding years. It is clear from the draft plan how Council needs to contend with steeply rising costs in many areas.

The main area of Landcare concern is the funding for management of our natural resources, particularly the protection and care of the unusually rich biological resources across the Council area and the ongoing management of natural and rehabilitated sites. Our previous submissions of March 2018, September 2020 and January 2023, and our participation in the Council Workshop of 9 December 2020 highlighted the specific areas where priority action is required, both on ground management and strategic planning. I have attached (Attachment A) a summary of what we see as key management issues.

Queanbeyan Landcare congratulate Council on the environmental education initiatives (25.1.1.), in particular the recent comprehensive program for the 2023 World Environment day, in spite of several staff changes. Members of our organisation felt supported in our own

contribution. There appears to be a resurgence in community interest in the environment and this goodwill needs to be encouraged.

The development of a Roadside Vegetation Plan and Policy is very welcome (24.1.1), together with the development of training modules. It is disappointing that, beyond this, and the proposed GIS mapping of conservation areas, one of the QPRC's and community's central planning 'Pillars', A clean, green community that cherishes its natural and physical character, has not been allocated any recurrent funding in the budget for on-ground works, for an area that is larger than the Australian Capital Territory, involving 67 bush reserves, 5,000 hectares of council controlled land plus 1800 kilometres of roadsides having natural vegetated verges. The only other direct expenditure we can find is the reviewing of one Management Plan each year, but nothing for implementing these Plans or developing new plans. There are numerous rehabilitated areas which are sliding back to their former state, such as the Queanbeyan River and its tributaries, due to apparent negligence.

Instead, any funding of environmental management projects will be reliant upon uncertain grant funding. This is of great concern to our members, who consider that investing in a well -trained team of employees familiar with our local natural resources and working with other agencies, is the only efficient way to achieve sustained caring of our environment on the ground. The same applies to the implementation of the Climate Change Response Strategy and the Urban Forest Cooling Strategy. 'Stop-start', ad hoc funding is the scourge of environmental management.

 To our knowledge, there are no operational, on ground staff on Council, aside from the already hardworking Biosecurity Invasive Species Team, that are dedicated to managing or undertaking land management and conservation works. Council have continued to invest in staff and facilities for parks, sports, recreation and gardens.

In particular, investigative work is urgently needed to fully map, define and secure connectivity of habitat across the Council area, to pick up from the 2008 Biodiversity Study, including in urban areas where the greatest threats lie. It is noted, and welcomed, that the Draft Plan (24.1.4) provides for the development of a GIS Map layer showing all high conservation vegetation sites. This needs to be done in collaboration with the community and with State agencies. This is a long term planning priority to provide for resilience of our natural systems against the emerging multiple impacts of climate change.

Recommendation: Queanbeyan Landcare ask that a small % of the 18% increase in rates be directed to on ground and investigative projects, including starting to develop a dedicated Natural Areas Management Team.

Sale of Land, 93 Ellerton Drive East Queanbeyan: It is with surprise that the sale of two hectares of bushland at 93 Ellerton Road was sighted in the draft Plan, Appendix 3, Property Overview Table. This bushland area is diverse and rapidly rehabilitating and comprises an element in the Eastern Escarpment wildlife corridor. It abuts the significant Bywong Creek

and the Bywong Park Reserve facing Atkinson Street. Both of these sites feature on Queanbeyan Landcare's comprehensive map of landcare projects involving Queanbeyan Landcare, its predecessor organisations and Council. 93 Ellerton Drive was subject to a huge clean up about 25 years ago, involving the community and Council. Bywong Creek and Bywong Park benefited by a large planting of trees about the same time.

- The subject land is likely part of the unique Queanbeyan Box Woodland Community (Attachment B).
- There has been no consultation with the community to our knowledge, on this sale proposal. For an organisation dedicated to protecting existing woodland and rehabilitating many other sites, this is disappointing.

Recommendation: The sale of 2 hectare 93 Ellerton Drive be omitted from the 2023 Plan and that a full investigation of the site's ecological and landscape values be undertaken.

Disaster Recovery Compensation costs: We have also prepared two proposals on the application of anticipated funding that Council may receive for Disaster Relief. We understand that Council is claiming \$2million for disaster recovery and compensation costs.

Recommendation: Queanbeyan Landcare members recommend that Council direct sufficient funding to **Measures 4 and 7** as detailed in the 2020 Queanbeyan Floodplain Risk Management Study and Plan that Council has adopted (and also the forthcoming Bungendore Floodplain Risk Management Plan).

It is not clear to us what steps in the draft Integrated Plan have been taken to date to implement the Plan, but noting that \$100,000 has been allocated for the Queanbeyan Floodplain Management Strategy.

- Measure 4 is about community awareness and could include among other things the flood markers as outlined in our analysis of the QFRMS&P at Attachment C.
- Measure 7 is about vegetation management along our waterways, particularly the
 Queanbeyan and Shoalhaven Rivers and Turallo Creek in Bungendore. This is one of
 the many areas which Landcare networks are equipped to collaborate for mutual
 gains.

Financial Sustainability: Since 2020, Queanbeyan Landcare has submitted and discussed proposals for Council to approach the ACT Government regaining a fair share of the \$3million paid annually by Queanbeyan and Jerrabomberra residents to the ACT Government through the 65 cents per kilolitre Water Abstraction Charge (environment levy). The proposal is for a negotiated amount to be expended on natural resource management in

caring for soils, water and vegetation in the NSW sections of the Molonglo and Queanbeyan catchments.

- We understand that Council has not resolved to make a formal approach to the ACT Government.
- This is an issue that we suspect many residents would support: however, very few people are actually aware of the WAC, as it doesn't appear on our water accounts.
- This could go a long way to assist Council to sustain a team of 3 trained officers to undertake on-ground management and liaison.

Recommendation: Council begin consultation with the ACT Government on accessing a portion of the plus \$3million revenue paid by QPRC area residents to the Water Abstraction Charge, to be used to fund a Natural Areas Management strategy.

The other area of financial sustainability relates to the proposed new Sewage Treatment works, estimated to cost \$160 million and also the Queanbeyan/Jerrabomberra Water Supply. Landcare, in its earlier submission on the Special Rates Variation, suggested that Council go back to the ACT Government and again discuss the ACT's idea of an alternative, a Regional Sewage Treatment System and also consider passing both the water and sewerage assets to ICON WATER permanently. The ACT do not want a STP near the current location.

- It is now noted that Council will spend part of the Budget (\$2 million) on investigations to pipe town water to Bungendore. It is not clear how Queanbeyan can undertake this when the catchment water belongs to the National Capital.
- It is clear to us that **all** of these are now Regional issues and need to be dealt with through the existing Cross Border Agreements with the ACT, for achieving long term sustainability.

Yours sincerely

lan Johnsson Chairperson 12 June 2023

ATTACHMENT A: Community Concerns in Relation to Natural Resource Management. Summary Points:

- QPRC has an unusually large range of ecosystems (woodlands, grasslands, forest, wetlands, heathlands, riparian zones and riverine zones) set in regionally significant corridors as well as huge rural residential estates and farmland. There is a lot to lose in terms of degradation and fire risk.
- Serious invasive plants such as African Lovegrass (Eragrostis curvula) have invaded much of temperate parts of the world and has as we have seen, taken over much of the ACT. African lovegrass is very flammable as we saw with the Piallago fires.
- With a warming climate and more erratic rainfall, many such weeds as African lovegrass have the advantage to spread and dominate, leading to greater challenge to all land managers.
- Council's Natural Landscapes is poised to prepare management plans for at least 150 land units, to protect environmental assets, including threatened species and systems, and managing roadside vegetation, on top of implementing plans for iconic assets such as Mt Jerrabomberra and the Queanbeyan River Corridor. Council is also yet to prepare and its Biosecurity Strategy and Biodiversity Strategy.
- Reliance on contracting and securing one-off grants for Biodiversity and Conservation
 projects, staff and spray contractors is administratively onerous. What is needed is a
 permanent, well trained, dedicated Natural Areas on-ground management team.
- Much of the community's concerns partly arise from repeated cases of lack of follow up work in Queanbeyan, eg re-invasion by weeds of the Queanbeyan River Corridor (blackberry, ivy, honeysuckle, ash, privets). The 2019 National Tree Day planting was almost destroyed by weeds with no follow up maintenance).
- There is also an urgent need to bolster community education and liaison to tap into the huge level of goodwill of the community and Landcare, resources that can become a strong ally. Already groups exist, such as a growing QBN Landcare, which plays a critical role in managing Bicentennial Park, Mt Jerrabomberra, Buttles Creek, Bicentennial Park, the Queanbeyan River and elsewhere. However, Landcare needs ongoing support and strategic planning and coordination from Council.
- Our small Landcare movement needs more strategic direction to grow and concentrate on priority areas, and this probably can only come from Council staff who are the eyes and ears across the Council area – ultimately to emulate our neighbors, the world class, flourishing Parkcare network in the ACT.
- There is also a need to direct more resources to catchment management and Environmental health, part of the NLS mandate, including environmental monitoring

 Resources are needed to implement Council's newly adopted Urban Forest Cooling Strategy and all its actions, and the Council and Community Climate Change Strategy. These Strategies coincide in many ways with the protection of biodiversity and connectivity of vegetation systems. **ATTACHMENT B:** White Box-Yellow Box-Blakely's Red Gum Woodland - Queanbeyan Box Woodland Sub-community

Introduction

This document provides a description of the community known as Queanbeyan Box Woodland. Whilst it forms part of the broader White Box-Yellow Box-Blakely's Red Gum Woodland, an endangered ecological community listed on the NSW *Threatened Species Conservation Act 1995*, this document has been prepared to highlight the distinctness and restricted distribution of this subcommunity. This description has been prepared to aid in planning decisions that may affect this subcommunity, particularly in completing Part (c) of the Eight Part Test listed in Section 5A of the *Environmental Planning and Assessment Act 1979*.

Structure

In its 'undisturbed' state, Queanbeyan Box Woodland would most likely have occurred as a relatively closed to open woodland structure. The understorey is likely to have been mostly grassy but with extensive stands of shrubs in some areas. The height of trees in remnants suggests that the average height of the canopy may have been in the order of 15 metres. Observations of existing remnants suggests that differences in soil structure may significantly influence the species composition and structure of the community.

Species Composition

Queanbeyan Box Woodland is characterised by the presence of Yellow Box (*Eucalyptus melliodora*), Red Box (*E polyanthemos*) and Apple Box (*E. bridgesiana*). Yellow Box is generally the most common of the three species, although Red Box may be locally abundant. Apple Box is usually less common although it occurs in the majority of sites. Where the community adjoins areas of open forest, species such as Red Stringybark (*Eucalyptus macrorhyncha*), Scribbly Gum (*E. rossii*) and Brittle Gum (*E. mannifera*) may be present.

The understorey of this community varies between locations. Remnants at the base of the Queanbeyan escarpment behind the Queanbeyan industrial area are particularly distinct. The average annual rainfall in this area is very low. Several species more typical of woodland and open forest communities of the NSW South Western Slopes bioregion occurs in this area, including *Einadia hastata*, *Acacia pycnantha* and *Callitris endlicheri*. This area also contains stands of *Acacia dawsonii*. This species occurs on, and just below, the Queanbeyan escarpment. This is a disjunct population, the species otherwise occurring in a small part of Victoria and on the central tablelands north of the western Blue Mountains. Other species within the community that appear to be mostly restricted to the woodlands east of Queanbeyan are *Pultenaea microphylla* and *Daviesia genistifolia*.

Understorey species common to most sites include *Bursaria spinosa*, *Lissanthe strigosa*, *Pimelea curviflora*, *Austrodanthonia racemosa*, *Austrostipa scabra*, *Leucochrysum albicans*, *Velleia paradoxa*, *Goodenia hederacea*, *Bulbine bulbosa*, *Dianella revoluta*, *Lomandra filiformis*, *Chrysocephalum apiculatum*, *Hydroctyle laxiflora*, *Acaena ovina*, *Plantago varia* and *Microleana stipoides*.

The most obvious difference between this community and other White Box-Yellow Box-Blakely's Red Gum Woodland communities in the region is the absence of Blakely's Red Gum (*Eucalyptus blakelyi*) and abundance of Red Box. Blakely's Red Gum is common in Box-Gum Woodlands that adjoin this

community on soils formed on volcanics. In many areas the presence of Blakely's Red Gum marks the geological boundary. This is a clear indication of the strong influence of substrate in dictating the distribution of Queanbeyan Box Woodland. There are likely to be significant differences in the composition of the understorey although these have yet to be examined in detail.

Geology and Landform

Queanbeyan Box Woodland occurs on low hills of ordovician metasediments. It also occurs on colluvium at the base of the Queanbeyan escarpment. The community is restricted almost entirely to the *Queanbeyan* soil landscape as defined and mapped by Jenkins (2000). Small occurrences are found beyond this soil landscape where it adjoins other soil landscapes also derived from ordovician metasediments.

Distribution

Queanbeyan Box Woodland is restricted to the Queanbeyan area within the South Eastern Highlands bioregion. The southern limit of the community occurs around Jerrabomberra and Gale south of Queanbeyan, the northern boundary near Goorooyarroo Nature Reserve south of Sutton, the western boundary where the undulating volcanics of the Canberra lowlands meet the ordovician metasediments west of Queanbeyan and the eastern boundary the lower slopes of the Queanbeyan escarpment.

Community Definition

Based on the information provided in this document, Queanbeyan Box Woodland can be defined as vegetation:

- occurring on, or within approximately 100 metres of, the Queanbeyan soil landscape as defined and mapped by Jenkins (2000);
- dominated by Yellow Box, Red Box and Apple Box, although not all species may be present at all sites. Observations of the surrounding areas on or nearby the *Queanbeyan* soil landscape should be made to ascertain what the likely community is;
- with an open to closed woodland formation with a mixture of shrubby and more open understoreys;
- containing a mix of shrub, forb and grass species.

The most difficult issue likely to be encountered in relation to Queanbeyan Box Woodland is in distinguishing between this community and the open forest community dominated by Brittle Gum (Eucalyptus mannifera), Red Box (E. polyanthemos) and Red Stringybark (E. macrorhyncha) that also occurs on the Queanbeyan soil landscape. It is recommended that the ecotone between these two communities should be considered to form part of the community to ensure that the already depleted elements of the Queanbeyan Box Woodland community are protected. The ecotone may be considered to be that zone where the canopy trees from both communities occur in roughly equal proportions. This is a simplistic view and detailed studies may be required in many areas to determine where a suitable boundary may be defined using the principles of community ecology.

Mapping

The accompanying maps shows the distribution of this sub-community as it is currently understood. The mapping in the vicinity of Queanbeyan itself is considered to be accurate but in the ACT and

north of the ACT in New South Wales additional field inspections are required to determine boundaries.

References

Jenkins, B.R. (2000). *Soil Landscape of the Canberra 1:100,000 map sheet*. Dept. Land and Water Conservation. Sydney.

ATTACHMENT C. Queanbeyan Floodplain Risk Management Study & Plan 2021 (QFRMS) Re: use of disaster recovery funding for measures related to flood awareness and floodplain management in Queanbeyan. June 2023.

WHAT PROGRESS HAS BEEN MADE BY QPRC AND OTHERS ON THE MEASURES RECOMMENDED IN THE QFRMS, RE COMMUNICATING FLOOD RISK AND RIVER VEGETATION MANAGEMENT?

Pursuing information on the history of flooding in Queanbeyan and/or currently identified flood risk, an online search on the QPRC website for 'flood' mostly identifies flood damage repair reports and announcements (and a number of apparently irrelevant links), but also:

- Disaster Dashboard announcement 8/2020 (https://www.qprc.nsw.gov.au/News-Media/New-dashboard-to-help-prepare-for-disasters-in-Queanbeyan-Palerang), linking to a generalised contacts and warnings page.
- The recent announcement and links to the Bungendore Flood Risk Management Study and its implementation (there is an earlier one for Braidwood).
- A generic search result 'Planning controls' leads to 'Flood Risk Management Plans' and then
 to the two volume Queanbeyan study.

(A more precise search for 'Queanbeyan Flood Management Plan/Study' leads to (https://yourvoice.qprc.nsw.gov.au/queanbeyan-floodplain-risk-management-plan-and-study#:~:text=The%20aim%20of%20the%20Queanbeyan,impacts%20of%20flooding%20at%20Queanbeyan), which is a dated consultation advice and draft report.)

QPRC in 2021 accepted the 2020 Queanbeyan Floodplain Risk Management Study and Plan undertaken by Lyall & Associates and Nexus Environmental Planning P/L. The study was carried out under the auspices of a Floodplain Risk Management Committee which comprised Council, State government, SES and community representatives. One proposed measure (Measure 4) relates to community awareness, via advising occupiers of flood-prone lands of their risk. The study recommends a 'Flood Information Brochure' be prepared by QPRC along with NSW SES, although the Council resolution doesn't specify what means of communication is to be used. It has not been ascertained how advanced this measure is, or planned to be, or on other proposed measures, or the status of the 'Draft Flood Policy' presented in Appendix E. Council could advise on progress made since 2021.

The Study is available on the QPRC website, as per related Bungendore and Braidwood ones, but not easy to locate. It is a lengthy and detailed two-volume report, with descriptions of historical floods and numerous maps and estimates of flood risk (in both volumes, the Study, and Figures). The report is impressive and useful, but for general public use, likely unwieldy and much of the material

assumes familiarity with flooding and hydrological terms (PMF, AEP) and a fair bit of cross-referencing and interpretation to understand the risk in different parts of the city under different circumstances. Numerous maps and historical images are in a separate volume or appendices and not easily connected to explanatory text. Like the available flood map findable elsewhere online, which is assumed to be extracted from the report, the base mapping is of medium resolution and sparse on some locational detail. Should an existing or prospective property owner/resident wish to assess their individual flood risk, the task would be much harder than it could or should be.

As per Measure 4, there is a strong argument for a simplified but carefully prepared flood risk map with accompanying historical comparisons and interpretative text to be made more easily and widely available. Better community understanding of risk has been promoted by a number of post-event inquiries, the insurance industry, and others. Note that simplifying and conveying flood risk is an art and science, as this must synthesise and communicate complex information and often-misunderstood probability terms. There is no mention of public 'markers' showing historical flood levels, that some have proposed for educative purposes. After ascertaining from QPRC the progress with Measure 4, it could be proposed that a combination of information and awareness measures be pursued: the proposed Flood Information Brochure, and online version, and public flood markers.

(Note that making such flood information (maps, markers) widely available has in some places been opposed by property owners, businesses or business organisations for fears of property value or general economic damage, and at times by Councils who are wary of such impacts or of being held liable for those impacts. Note that legal analysis has concluded that, if flood mapping/information has been professionally prepared, no such liability exists (public opposition may still result).

Amongst other recommendations, <u>measure 7</u> recommends continued management of vegetation along the Queanbeyan River. The detail of this or whether this has been pursued in addition to regular vegetation management works is not known.

Past floods and key definitional flood levels, from the QFRMS 2021. *PMF = Maximum Probable Flood; AEP = Annual Exceedance Probability in percent, not in common 1:100 etc.*

EVENT	HEIGHT AT Queens Bridge (m)
Googong failure with PMF	29.6
Sunny day Googong failure	24.2
PMF without failure	23.4
0.2% AEP	14.8
0.5% AEP	13.0
1.0% AEP	11.4
May 1925	10.7 approx.
2% AEP	10.0
August 1974	9.5
October 1976	9.2 approx.
1891	8.9
December 2010	8.4
5% AEP	8.3
July 1922	8.3
Major flood definition	8.2
July 1988	7.6

Moderate flood definition	7.4
July 1991	6.9
10% AEP	6.8
January 1984 and April 1989	6.2
20% AEP	5.6
Minor flood definition	4.2

1925 flood 10.7m at Queens Bridge, 0.7m below peak 1% AEP. 1974 flood 9.5m at Queens Bridge, prior to Googong was a then 5% AEP event – post dam completion this would be a 2.5% AEP. 2010 flood without Googong likely equivalent to 1976 event. Total damages for a 1% AEP event estimated at 5 0m; rising to 10 1b for a PMF event.

Submission 17

BRAIDWOOD COMMUNITY ASSOCIATION



Community Submission to QPRC Concerning Funding for Ongoing European Wasp Control and Management in Braidwood

12th June 2023

This Submission has been prepared by: The Braidwood Community Association (BCA), Braidwood Urban Landcare Group (BULG).

Background

Braidwood is no stranger to European wasp invasion.

Council is aware that for many years now there has been considerable wasp activity in our region, mostly in the CBD areas. Wasps congregate where there are food sources, especially around car bumpers and food waste in street and park bins. Braidwood's highly valued urban creek systems provide very suitable wasp habitat. The European wasp has proven to be very successful in the Braidwood context and poses a high safety risk to residents, visitors, and the local ecology.

"Community facilities are accessible, safe and inclusive."

Draft Operational Plan for QPRC 2023-24 - Strategy for Objective 1.3, page 35

It is clear to Braidwood residents and community groups that current efforts by individuals, businesses, and QPRC are not adequate or sufficiently coordinated to be effective at managing the existing European wasp numbers and will fail to keep up with the anticipated population increases expected in the coming spring (August 2023).

As such, we are seeking an increased commitment of dedicated funding for a wasp control program to ensure no disruption to future baiting programs at crucial times in the season. We also seek an ongoing commitment to working with community partners to ensure a coordinated management strategy.

History

In 2019 a serious incident occurred involving a 7-year-old girl who was attacked by a wasp swarm at the Braidwood Recreation Ground. She received approximately 300 stings during the attack, required medical evacuation and suffered severe pain and lasting trauma from this event. The child came precipitously close to losing her life and she and her family are still dealing with the ongoing impacts.

This swarming event took place at a public recreational space used by residents and visitors of all ages.

The Recreation Ground includes many facilities intended for children, included the following facilities and activities:

- BMX track.
- skatepark.
- sports field for soccer, football, rugby etc used by Sports Clubs, social teams, and individuals in training.
- sports field used by local schools for athletics carnivals and other physical education events.
- tennis, netball, and basketball courts.
- children's playground.
- BBQ facilities used for family gatherings and birthday parties.

Ineffective or inadequate wasp management at this crucial community recreation space intended for children and families, nearly resulted in the death of a young child. Every possible effort must be engaged to ensure this high degree of risk is mitigated and there in never a repeat of this horrific event.

Recent and Current Situation

Conditions in 2022 - 2023 have favoured the European wasps in Braidwood. Other locations have experienced similar issues as shown recently in Yackandandah, where the shopping centre became unusable due to large numbers of wasps resulting in customers and staff being stung.

Numerous Braidwood businesses have struggled over the recent autumn period as numbers of wasps in town became problematic. Autumn is when new queens leave existing nests in search of new nesting sites prior to winter hibernation. Each nest can produce thousands of new queens. Wasp numbers, if left uncontrolled, will grow exponentially, as will the risk of incidents where people are stung. The autumn period is a crucial opportunity to eradicate new queens and prevent new nests coming online in the following spring.

In Braidwood, based on the level of activity experienced this autumn, we anticipate that the coming spring will likely see great numbers of new colonies in our urban areas, surrounding farmland and reserves. As a community we need to be mobilised and organised with an effective plan in place for spring when new queens emerge from hibernation and begin egg laying.

However, this strategy must extend for a minimum of 5 years ahead with adequate funding, resources, and commitment to ensure continued control.

This is a shared problem and should be a shared responsibility. Until the State and Federal Governments as well as the DPI begin to seriously fund work on controlling this invasive pest, each local government area and each community with concerns about wasp numbers needs to act independently, decisively and with appropriate duty of care.

The biosecurity threat posed by European Wasps to human health, local economy and biodiversity is recognised by NSW Government as significant. While Council are aware of the issue locally the only pest animal control commitment they have made for 2023-24 is to target two high conservation value natural area reserves¹. This level of effort falls well short of European Wasp control that would make a difference to the problem.

1.Draft Operational Plan for QPRC 2023-24 Performance Indicator 24.3.6, page 55

Braidwood Community Efforts

The Braidwood community is not willing to risk another near-fatal incident and is actively working to mobilise all possible avenues and resources for long-term wasp management.

The BCA, BULG, and concerned residents organised a community meeting on 17th May 2023. This was extremely well attended and included information presented by QPRC staff and a local wasp control contractor. BULG is conducting a community questionnaire to gauge levels of interest in collective action. We have had over 50 responses and it is clear from this (and feedback from the community meeting) that we have a good number of community members on-board. BULG has invested group fundraising to purchase traps and lure ready to use in anticipation of spring activity.

Further meetings are scheduled with QPRC staff and Councillors to continue work on developing a coordinated strategy. We are continuing to reach out to local schools and other organisations and private landholders. There needs to be an ongoing, well-coordinated, and multipronged management plan in place to ensure wasp numbers are controlled in both the immediate and long-term.

As discussed above, the Braidwood environment is well-suited to European wasps and any lack of vigilance will see populations increase rapidly. Any disruption to the delivery of a wasp control program, due to insecure funding or other, can have a serious impact if it happens at critical points in the breeding cycle of the wasp. We recognise that wasp control is an additional cost in the context of broad funding constraints at QPRC as it is for all businesses and residents who try to contribute to control measures. However, the risks these invasive insects pose to the community, visitors and the local economy is fundamental and well justifies whatever expense the required program entails.

As a community, comprising individuals, groups, businesses, and organisation as well as local government, we are committed to working together to ensure a sustainable program to keep Braidwood safe.

Existing Management

QPRC's willingness to consult and work in partnership with concerned community representatives on this matter is greatly appreciated. Continued assistance from QPRC with conducting community education programs, school education and support for the current community led and driven initiative would also be appreciated. Engagement, education and support of all community and individual efforts is a crucial component of a successful strategy.

We appreciate that QPRC has been responsive to community concerns and have been conducting wasp control measures, including funding a baiting program on Council and Crown lands, over the last two years. Unfortunately, despite the work that council has recently funded to trap and bait wasps, the wasp numbers are still climbing. There is concern that a gap in payment to the contractor due to insecure funding arrangements resulted in a servicing gap in the program, which may have reduced the efficacy of the program.

It is clear that a higher level of effort is needed and this effort needs be across tenure and coordinated to make the most effective use of what resource Council and the community have available.

The European wasp issue in Braidwood presents a major risk to everyone's personal health and safety and is a significant threat to tourism, agriculture, and wildlife.

We formally request that:

- Council plays a co-ordinating role in the collective, cross-tenure management needed to address the European wasp problem in Braidwood.
- 2. There is increased funding allocated to a specific European Wasp Control Program for Braidwood through the Biosecurity budget.
- 3. Council formalises a commitment to ensure adequate, dedicated funds for the locality of Braidwood that will provide continuous management to prevent this serious invasive pest species from building a stronghold locally.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

28 JUNE 2023

ITEM 9.13 ADOPTION OF OPERATIONAL PLAN AND FEES AND CHARGES 2023-24

ATTACHMENT 3 2023-24 SERVICE STATEMENTS





Draft 2023-24 Service Statements



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Council Services

Council provides a wide range of services and facilities for people living in the Queanbeyan-Palerang area. These services help to make the area a better, safer, healthier, and more enjoyable place to live.

They include things like roads and parking, water supplies, health, economic development, regulation, parks and reserves, libraries, swimming pools, and customer services.

We have 25 services and 117 programs grouped into 39 Service Statements. This document explains what we are doing in each service and the overall cost to ratepayers based on the current draft budget for 2023-24.

Explanation of Service Statement pages

- What is the service? Details the type of service Council is budgeting to deliver.
- Funding Sources. Details the source of funding and impact on rates.
- Level of service. Details the level of service provided and the performance targets that council measures and reports its service delivery against.





Culture

Programs in this Service Statement:

- 1.1 Cultural Development
- 1.3 Community Gathering
- 1.5 Museums
- 1.6 Sister City
- 2.8 Community Arts

WHAT IS THE SERVICE?



Photo 1: Queanbeyan-Palerang Arts Trail

QPRC is committed to the social wellbeing and development of our community, strengthened through our vibrant program of community and cultural activities.

Council provides annual cultural grants to assist artists and community groups in the community. QPRC's membership to Southern Tablelands Arts provides grant opportunities, funding, and services to the Arts Community and other organisations wishing to deliver community programs.

We provide public and community places which support inclusive participation and connections in well maintained, welcoming and accessible facilities. These include community centres and halls.

We support the work of local Historical Societies in the running of public museums, historical collections, and exhibitions to showcase the rich history of the region. This is done through staff engagement and annual funding assistance. A part time Museum Officer assists local museums with collection management advice and cataloguing.

The community also enjoy a range of scheduled community arts events. These include annual arts awards and arts trail, as well as specialised events where grants may be available.

We maintain Sister City Relationships with Minami Alps, Japan and Ohrid, Macedonia through connections with schools and families, cultural exchanges and shared visits.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income Operating Grants &	447,064	28%
Contributions	2,843	0%
Rates & General Revenue	1,170,471	72%
Total Operating Income	1,620,377	
Total Operating Cost	1,618,892	
Operating Surplus / Deficit	1,485	
Employees	4.54	

Why is it funded this way?

Cultural programs are intended to encourage participation. Although the benefits will accrue to the groups and individuals who are recipients of funding and participate in cultural programs, a greater number of people in the wider community will benefit from the expenditure.

A level of user pay is consistent with the idea of strengthening funding for ongoing community initiatives and to preserve community assets like community halls.





Objective	Service Level
Delivery of Community activities	At least five major community art events.
Maintenance of regional networks	Membership of Southern Tablelands Arts
Support for the arts community	Annual art awards
	Administration of annual Cultural Donations scheme



Performing Arts and Events

Programs in this Service Statement:

- 1.2 Performance (The Q)
- 1.4 Events

WHAT IS THE SERVICE?

This service is connected to social and community cohesion and enhances lifestyle and liveability in the region.



Photo 2: Multicultural Festival Queanbeyan

The event aspect of the service provides for a wide range of opportunities in terms of Civic events (eg Citizenship, Australia Day, ANZAC Day etc); Community events (Christmas in July, Christmas parties); and economic events (Multicultural Festival, Music by the River, Christmas in July Markets) with the primary benefit of bringing visitors to the region. The service oversees both Council-run events and events proposed and largely run by the community across the region. The service also supports the provision of event education for the management of events to community organisations to ensure best practice.

The Performing Arts aspect of the service centres on The Q and the Bicentennial Hall venues. This service provides a season of performances and encourages hire shows to use QPRC performance spaces. The service provides a pathway for a range of performers through its fringe program which includes cabaret, comedy and youth and through Echo Theatre Company for local professionals. The service is closely connected with community theatre groups such as the Queanbeyan Players and Free Rain Theatre.

A priority for 2023-24 is to develop a new Business Plan for The Q and The B.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	1,779,924	529
Rates & General Revenue	1,620,946	489
Total Operating Income	3,400,870	
Total Operating Cost	3,443,383	
Operating Surplus / Deficit	-42,513	
Employees	6.7	

Why is it funded this way?

Audiences, artists and organisations that book the venues are direct beneficiaries of the usage of The Q and The B (Bicentennial Hall). Council will often seek sponsorship for events, performances and venues.

There is also a public benefit having a local performing arts facility available to the community and promoting performing arts for local emerging artists.



Objective	Service Level
Live Performance Program	Increase audience - 28,000 pa
Venue hire for performance and events	Minimum of 4 hirers per year for The Q
	Minimum of 6 per year for The B
Community satisfaction with events	>75% positive exit surveys
Number of events delivered	4 Civic events
	4 Community events
	4 Economic events



Community Development

Programs in this Service Statement:

- 2.2 Youth
- 2.3 Aged
- 2.4 Indigenous
- 2.5 People with disability
- 2.6 Community Development
- 2.7 Engagement
- 2.10 Volunteers

WHAT IS THE SERVICE?



Photo 3: Queanbeyan Reconciliation Walk

Community engagement and consultation activities are a key Council objective across the region. Policies, plans, and strategies are driven through comprehensive engagement strategies and programs. We actively seek grant funding opportunities to run programs and events to benefit our community. This service provides benefits to a range of groups in the Queanbeyan-Palerang community:

- Youth services through our Youth Advisory Committee for events and priorities and targeted early intervention programs
- Aboriginal and Torres Strait Islander communities advise Council of current and emerging needs through the First Nations Committee. This service also has a dedicated liaison officer to assist in building strong relationships and understanding and creating the Reconciliation Action Plan (RAP) and annual Reconciliation Walk.
- Improving accessibility and social inclusion for members of the community living with disability occurs through our Disability Access Committee and our Disability Inclusion Action Plan.
- Seniors are supported by providing social connections, participation, and practical
 assistance including home book deliveries, participation in film and reading groups,
 computer literacy classes and entertainment and access to specialised programs for
 their enjoyment.

Our volunteer program benefits the community through enhancement to service provision, strengthening community cohesion, intergenerational exchange, social wellbeing and trust. We aim to offer a variety of opportunities for volunteer participation.



%

6%

94%

FUNDING SOURCES

	2023/24 Operating Plan
	\$
Operating Income Operating Grants &	
Contributions	51,912
Rates & General Revenue	749,138
Total Operating Income	801,050
Total Operating Cost	833,591
Operating Surplus / Deficit	-32,541
Employees	4.31

Why is it funded this way?

Although the benefits of the service impact the groups and individuals who are recipients of funding, the wider community also benefit.

The NSW Government has some responsibility for some community development and provides program specific funding.

Objective	Service Level
Disability Inclusion Action Plan	Annual review – at least 4 actions
Volunteer Participation	Positive engagement of volunteers across a range of services
Reconciliation Action Plan	QPRC RAP Working Group review of actions with at least four initiatives delivered
Community Consultative Committees (First	At least four meetings for each committee
Nations, ACCESS. Youth Advisory)	
Community Projects and events	At least three





Children

Programs in this Service Statement:

2.1 Children

WHAT IS THE SERVICE?

Council provides the Queanbeyan Family Day Care service which offers a flexible, home-based childcare option to local families. The service complies with the mandatory National Quality Framework (NQF) and



Photo 4: Family Day Care

licencing obligations and LG Child Safe Standards developed in 2022.

This service is delivered by qualified, trained, and experienced educators in a home environment. It is administered from Queanbeyan but has family day care educators across the LGA. It will continue to expand as need increases.

Council also operates an Aboriginal Play Group funded by the NSW Department of Communities and Justice. This service is available to Aboriginal and Torres Strait Islander families who will benefit from programmed activities and experiences to which they may not otherwise have access. This program is aimed at families with young children below school age. The service is delivered by trained Community Development staff with assistance from the Aboriginal Community Liaison Officer.

FUNDING SOURCES

2023/24 Operating Plan	
\$	%
141,850	7%
1,815,731	869
165,159	89
2,122,740	
2,178,772	
-56,032	
5.01	
	Operating Plan \$ 141,850 1,815,731 165,159 2,122,740 2,178,772 -56,032

Why is it funded this way?

The NSW Government is responsible for funding childcare services with the funding shortfall contributed by ratepayers.

Family Day Care and children's services allow greater freedom for working parents as well as social and educational benefits for children. Whilst private benefits are delivered to direct recipients, the benefit of these services is also indirectly received across the community.



Objective	Service Level
Coordination of Family Care educations	Provide support to 25 registered educators
	Ensure compliance with national quality
	framework
Aboriginal Play School	25- 30 sessions (as outlined in funding
	agreement)





Customer Service

Programs in this Service Statement:

2.9 Customer

WHAT IS THE SERVICE?

Customer service centres operate across Queanbeyan, Bungendore and Braidwood. The centres provide advice, assistance, and information to members of the public on all matters involving Council.

The centres are a front-of-office, face-to-face first point of contact for the community to raise issues or attend



Photo 5: Bungendore Customer Service Centre

to administrative matters such as paying rates and water notices, lodging forms, lodging service requests and making general enquiries or complaints about functions and services of Council.

The service centres are open from 8.30am to 4.30pm Monday to Friday. Council also operates an after-hours emergency telephone service.

We manage call centre operations and receive around 200-300 phone calls per day. The team aims to provide first time resolution to 80% of these calls. Our staff have broad knowledge of Council functions, services, projects and activities and are supported by a comprehensive knowledge database that assists with responding to enquiries.

We assist with Development Applications lodged via the NSW Planning Portal and with the additional enquiries and requests for further information. Staff deal with property file searches, drainage diagram requests, formal and informal information requests and a wide range of development and building related forms.

Staff respond to customer enquiries lodged via email or the online chat function on Council's website to lodge and task customer requests to appropriate staff within QPRC when necessary.

During 2023-24, both the Queanbeyan and Bungendore customer centres will be relocated into new buildings.



FUNDING SOURCES

Operating Income	2023/24 Operating Plan \$	%	Why is it funded this way? The benefit of customer services is available to all members of the community.
Fees and Other Income Attributed Costs Rates & General Revenue Total Operating Income Total Operating Cost	228,800 548,123 898,561 1,675,484 1,127,361	14% 33% 54%	Some services are provided for the private benefit of users and costs are recovered through user charges – e.g. providing copies of planning documents and information requests.
Operating Surplus / Deficit Employees	548,123 12.55		Some internal costs are attributed to other council service areas – so that Council can measure the full cost of service provision, including overhead costs.

Objective	Service Level
First time resolution of incoming phone call	> 80%
Unresolved triaged customer service requests	< 20%
(organisation-wide)	
Telephone call abandonment rate (calls not	< 9%
answered before the caller terminates the call)	
Acknowledge written correspondence	Within 10 working days
Acknowledge emailed correspondence	Within 3 working days
Return phone calls	Within 1 day





Library

Programs in this Service Statement:

- 3.1 Library
- 3.2 Knowledge

WHAT IS THE SERVICE?

QPRC Libraries are valuable community hubs fostering social cohesion and connection throughout the region. All libraries provide free access to a range of activities, resources and facilities in the region.



Photo 6: Queanbeyan Library

Our libraries are regulated and partly funded by the Public Libraries Branch of the State Library of NSW. The *Library Act 1939* (NSW) is the legislation encouraging provision of public libraries in all local government areas.

We provide a vibrant library service in each of the major centres including Queanbeyan, Braidwood and Bungendore. A regular Mobile Library service visits outlying communities and villages.

We maintain an increasing variety of digital resources and an array of materials and experiences which support recreation, literacy and lifelong learning. The Library Strategy 2022-2026 will drive future development and changes as the Queanbeyan library service transitions to the Queanbeyan Civic and Cultural Precinct in 2023.

The Local History Collection is a specialised service offered to the community. Historic material is collected and curated, and assistance is provided to those pursuing local or family history information.

We manage the physical and digital library collections, and have trained staff on site to assist with access to information and research services. Safe, inviting and inclusive spaces are available for everyone in the community to study, read and relax.

The community is welcome to participate in any scheduled library events and experiences which are advertised on the Library website https://library.qprc.nsw.gov.au/



%

1%

8%

90%

FUNDING SOURCES

	2023/24 Operating Plan \$
Operating Income	
Fees and Other Income Operating Grants &	33,050
Contributions	204,000
Rates & General Revenue	2,216,774
Total Operating Income	2,453,824
Total Operating Cost	2,488,194
Operating Surplus / Deficit	-34,371
Employees	14.6

Why is it funded this way?

The NSW Government is responsible for funding Public Library Services, however over time government funding has not kept up with costs and has largely been transferred to ratepayers.

The library service has a high public benefit through improved knowledge, greater literacy and a well-educated community.

The availability of public facilities, recreational reading, school holiday programs, digital services and reference materials for research projects benefits the individual users; however imposing fees would result in a significant reduction in usage and issues.

Some user charges can be applied to specialised services and programs.

Objective	Service Level
Total hours of opening	Branches and mobile library are available at
	least 90 hours per week
Collection	70% is less than 10 years old
Number of partnerships and Community	Ten per year
Outreach Programs	
Usability of Library App usage	Number of downloads >100 each year





By-Laws

Programs in this Service Statement:

3.3 By-Laws

WHAT IS THE SERVICE?

Council manages parking patrols and enforcement, abandoned vehicles and Local Order Policies through inspections, patrols and community education programs.



Photo 7: Parking signage

This service is provided to ensure Council achieves a high level of compliance by residents in respect of by-laws for parking and local order policies.

To provide this service Council employs three Transport Rangers and a Team Leader.

FUNDING SOURCES

	2023/24 Operating Plan \$		Why is it funded this way?	
		%	This service is funded from fines received from offenders.	
Operating Income Fees and Other Income Total Operating Income	1,102,081 1,102,081	100%	Fines are also a financial disincentive for offending behaviour. Fine amounts are set by the NSW government.	
Total Operating Cost	tal Operating Cost 581,180		Funds received from fines also support	
Operating Surplus / Deficit	520,901		Council's transport and parking strategies that aim to improve the provision,	
Employees 4.00			maintenance and access to on-street parking.	

Objective	Service Level
Regular patrols of Council carparks, restricted time on-street parking spaces and for abandoned vehicles.	Management of vehicles in accordance with statutory requirements.
Regular inspections for signage, displaying of public goods in public places per month	Enforcement of Council's Local Orders Policies





Animals

Programs in this Service Statement:

3.4 Animals

WHAT IS THE SERVICE?

Animal management services operate from the Animal Management Facility in Queanbeyan. The Facility is open from 8.30-10.30am and 3-5pm Monday to Friday and from 1-5pm on Saturday for claiming lost animals, inspection of animals available for adoption and paying registration fees etc. An after-hours emergency roster operates for dog attacks and stock on road.



Photo 8: Animal Management Facility

Animal Management Officers investigate and enforce breaches under the *Companion Animals Act 1998* and other relevant legislation including dog attack investigations, compliance inspections, barking dog reports, roaming dog issues, stock on road and nuisance cat behaviour including management of suburban wild cats.

We ensure a safe, clean environment for unclaimed and lost animals and conduct temperament assessment and training of animals to ensure they are suitable for adoption. We monitor and maintain animal health and infection control, process registrations, microchip animals, release and impound animals and update the NSW Pet Registry.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	207,475	30%
Rates & General Revenue	474,758	70%
Total Operating Income	682,233	
Total Operating Cost	682,233	
Operating Surplus / Deficit	0	
Employees	4.29	

Why is it funded this way?

The majority of the cost for this service should be borne by animal owners, as it is the existence of uncontrolled animals that gives rise to the need for the service.

However, most of the income raised from user charges is through animal registrations and fines which are set by the NSW Government and out of the control of Council, and therefore, the majority of cost is actually borne by ratepayers.



Objective	Service Level
Patrols for off-lead dogs and roaming animals	When staff resources and workloads allow, conduct proactive patrols of populated areas and areas of concern three times per week.
Community education	During patrols, conduct community education activities including letterbox drops in areas of concern. Attend appropriate community events to offer advice and education on responsible pet ownership.
Compliance inspections	All properties containing dogs declared Dangerous or Menacing are inspected annually.
Dog attack investigations	Respond to all reports of dog attacks within 48 hours and conduct thorough investigations.
Reports of roaming animals and stock on road	Respond immediately, or as soon as staff resources allow, to reports of aggressive roaming animals (primarily dogs) including those causing a traffic hazard. Also respond immediately, or as soon as staff resources allow, to reports of stock (cattle, sheep, horses etc) on roads and assist in returning them to appropriate properties.
Rehoming of seized or abandoned animals	Maintain an up-to-date register of animals available for adoption and work with rehoming organisations to promote adoption availability. Also conduct temperament assessment of animals to ensure they are most suitable for potential adoptees.
Provide a clean and safe environment for unclaimed and lost animals	Clean kennels and enclosures on a daily basis to maintain high levels of animal health and infection control





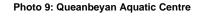
Aquatic

Programs in this Service Statement:

- 4.2 Aquation
- 4.4 Activity Program

WHAT IS THE SERVICE?

We operate four outdoor swimming pools that open seasonally in Queanbeyan, Braidwood, Bungendore and Captains Flat. There is also one



indoor swimming pool located at the Queanbeyan Aquatics Centre which operates all year round. Each location has a kiosk, some have toddlers' pools and the Queanbeyan centre has a wet-play area.

The Bungendore Pool will be closed for the 2023-24 season due to the Bungendore High School project. A replacement pool will be constructed near the Bungendore Sports Hub.

The pools provide patrons of all ages the opportunity to swim recreationally or for health and fitness. This service coordinates learn to swim programs from babies through to adults with qualified learn to swim instructors. Squad training and lane swimming is also available.

Our pools are great places for community interaction, socialising or participating in programmed activities and events. The Aquatic Centre venues are popular locations for hosting local school swimming carnivals and can be booked for private events such as birthday parties.

An Aquatics Strategy has been drafted and outlined a number of improvements that are required to the facilities.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	1,592,840	34%
Rates & General Revenue	3,122,874	66%
Total Operating Income	4,715,714	
Total Operating Cost	4,266,467	
Operating Surplus / Deficit	449,248	
Employees	27.88	

Why is it funded this way?

Swimming pools provide significant social benefits for our communities and are highly valued.

The users of the pools are private beneficiaries and direct user charges are in place; however they do not cover all operational costs.

Ratepayers fund the pool infrastructure and subsidise pool operations.

Council's strategy is to incrementally reduce the amount funded by ratepayers down to the cost of infrastructure only; but only if it assesses that fees remain affordable for the majority of users.



Objective	Service Level
Increase accessibility of pools across the LGA	Installation of pool pods for Braidwood and Queanbeyan
Ensure pools are safe and operating	Rectify the leak at Captains Flat pool
well	Source funding to carry out maintenance and upgrade of all pools in line with the QPRC Aquatics Strategy
Bungendore Pool build	Ensure plans are approved and funding sourced to proceed with construction to enable opening of the new Bungendore pool
Provision of aquatics facilities	Pools are open as per published times > 90%
Learn to swim programs	Lessons are provided by accredited, trained swim instructors across a spread of days and available times.





Urban Landscapes

Programs in this Service Statement:

- 4.1 Indoor sports
- 4.3 Sportsfields
- 23.1 Parks and Playgrounds
- 23.2 CBD
- 23.3 Signage
- 23.5 Public Amenities
- 23.6 Community Land

WHAT IS THE SERVICE?



Photo 10: Bungendore Playground

We manage and maintain community land and facilities including parks, reserves, sportsfields, playgrounds, town and village centres. We provide public open spaces that are well managed and attractive to support active and passive recreation, sports and other healthy activities.

We manage Crown Reserves, including the Queanbeyan and Braidwood Showgrounds in consultation with committees of community volunteers and committees delegated under section 355 of the *Local Government Act 1993*.

We manage and maintain gardens, urban spaces, landscapes, urban trees, urban bushland, signage, street furniture, public conveniences and graffiti, along with the management of greenways in rural residential and village areas.

We manage the upkeep and maintenance of 40 sportsfields including mowing, weeding, turf maintenance of playing surfaces, and the management and maintenance of all related sportsfield infrastructure including facility buildings, lighting, goal posts, and sports field furniture, e.g. seating and dugouts. Included within these fields is the new Bungendore Sports Hub with its two natural turf fields and four hard surface netball courts.

We have developed and will maintain high standard, pre-elite, football (soccer) and hockey fields, as well as multi sports training facilities, at the Regional Sports Complex. Facilities include two natural turf and one synthetic soccer pitches and one hockey pitch. Preparation has been made for two additional fields as demand grows.

We manage all sportsfield bookings, in consultation with the sporting communities through the Sports Council, to coordinate sports seasons and sports field venue bookings, providing access for the community for sports play, including school sports. Additionally, staff facilitate the coordination of district, regional and state sporting events at sports grounds.

We manage and maintain more than 95 playgrounds, outdoor exercise equipment and skateparks and conduct monthly safety and compliance inspections.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income Operating Grants &	248,435	2%
Contributions	135,961	1%
Rates & General Revenue	13,332,948	97%
Total Operating Income	13,717,344	
Total Operating Cost	14,537,091	
Operating Surplus / Deficit	-819,746	
Employees	58.3	

Why is it funded this way?

The beneficiaries of this service are the users of parks, gardens, sportsfields, playgrounds as well as the CBD areas. All residents and visitors have access to the facilities, and it is not always feasible to charge for use of the facilities as access cannot be restricted.

The service makes an operating deficit in years when depreciation expense is underfunded.

Objective	Service Level
Maintain sportsfields, parks and showgrounds	Level 1 Parks mown weekly
	Level 2 Parks mown fortnightly
	Level 3 Parks mown three weekly
	Showground mown fortnightly
	Sports fields mown weekly to heights suitable
	for specific sports and marked fortnightly
Maintenance of gardens	Gardens weeded and trimmed monthly, and
	replanted seasonally
Maintenance of playgrounds	Playgrounds inspected monthly for compliance
	and safety, with vandalism and repairs rectified
	reactively.
Management and maintenance or urban tree	Private tree applications for removal or pruning
canopy	responded to within 10 days.
	Planting program to plant 1,000 new trees within
	urban spaces annually.
Graffiti removal	Removal of graffiti within 48 hours within high
	profile areas and 96 hours in outlying areas.
CBD cleaning in Queanbeyan, Bungendore and	Footpaths swept daily in Queanbeyan, and
Braidwood	swept weekly in Bungendore and Braidwood.
Public Conveniences cleaning	Main town and village centre toilets cleaned
	daily, with other urban and rural toilets cleaned
	weekly.
Sportfield bookings	Bookings processed within 24 hours of receipt



Economic Development and Tourism

Programs in this Service Statement:

- 11.1 Economic
- 11.2 Tourism
- 11.4 Conference
- 11.5 Place Management
- 11.6 Development Liaison
- 11.9 Caravan Parks
- 11.10 Grants

WHAT IS THE SERVICE?

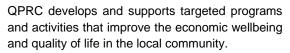




Photo 11: A thriving tourism sector drives economic growth

Local economic development helps create employment, attract investment and establishes communities as attractive places to live, work, study and visit. The service also promotes regional economic development in partnership with stakeholders such as the Canberra Region Joint Organisation, the Department of Regional NSW, various government agencies, business chambers and other representative bodies. Economic Development also has a focus on activating our town centres through master planning, investment attraction and activation.

The tourism program is designed to attract visitation to the region through marketing, strategic government advocacy and building the capacity of industry to further product development and innovation. We work closely with individual businesses, representatives of our towns and villages, as well as collaboratively with other regional stakeholders including Destination NSW, Visit Canberra and as a member of the Southern Tablelands. A thriving tourism sector has multiplier effects within the economy for producers, suppliers, logistics, retailers and for the local workforce.

QPRC provides a placemaking program and works with residents, community groups and businesses to create desirable and accessible public spaces that enhance social and economic vitality.

We facilitate smart city and urban renewal investment, business networks, skills and industry development, liaison with the Queanbeyan Riverside Caravan Park and Riverbank Café lessees.

We also manage various grants programs, grant application processes and directly supports community groups, individuals and businesses with grant application processes.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income Operating Grants &	44,518	3%
Contributions	47,000	3%
Rates & General Revenue	1,465,342	94%
Total Operating Income	1,556,860	
Total Operating Cost	1,617,578	
Operating Surplus / Deficit	-60,718	
Employees	5.80	

Why is it funded this way?

The private beneficiaries of this service are the individuals that gain employment, retailers, tourism operators and other businesses, but the whole community benefits through the opportunities created through increased economic activity.

Increased visitation derived from tourism marketing and programs delivers economic benefit to business owners and employees and the wider community through increased visitor spend, employment, recreation, and social events.

Place management delivers improved commercial returns for private business, increased property values and activated safe public spaces for the whole community to enjoy.

Objective	Service Level
Local Economic Performance	Implementation of relevant Plans and Strategies
	including Regional Economic Development
	Strategies (REDS), CBD Transformation and
	Master Plan Strategies, Smart Community and
	Digital Economy Strategy.
Tourism Engagement	Implementation of the QPRC Tourism Plan and
	Southern Tablelands Destination Development
	Plan.
	Promote Queanbeyan-Palerang tourism product
Placemaking	Implement town centre Place Plans and
	activation projects.
Maximise participation in grant programs	Management of QPRC-led grant programs and
	the success of QPRC applications to external
	grants



Saleyards

Programs in this Service Statement:

11.8 Saleyards

WHAT IS THE SERVICE?

Queanbeyan-Palerang, particularly the region surrounding Braidwood, has long been regarded as a strong breeding area for cattle.

This service supports the local agricultural sector by providing a venue for the sale of local cattle. Sellers also travel from outside Queanbeyan-



Photo 12: Braidwood Saleyards

Palerang to utilise the venue. Sales are held on the first Friday of each month (excluding January), plus occasional additional scheduled sales, dependent on demand.

The facility offers cattle sales with associated services of stock weighing, ownership transfer and scanning for the National Livestock Identification Scheme (NLIS). QPRC is responsible for the implementation and ongoing compliance with regulatory requirements.

The truck wash is an important facility at the saleyards; the cleaning of trucks is an important practice in maintaining biosecurity between visits to different properties.

In addition to being an essential primary industry economic enabler, the monthly sales are also a significant local event, bringing together people from across the agricultural sector and has been an important touchpoint for QPRC's community and business recovery programs.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	118,040	1009
Total Operating Income	118,040	
Total Operating Cost	71,279	
Operating Surplus / Deficit	46,761	
Employees	0.2	

Why is it funded this way?

Direct benefits accrue to the agents, buyers and sellers who use the facility and Council's strategy is to increase income from user fees to recover costs including upkeep of the facility.

Objective	Service Level
Braidwood Sale Yard	Facilitate a monthly sale event
Braidwood Truckwash	Provide a 24-hour truck wash facility



Certification

Programs in this Service Statement:

- 11.7 Certification
- 21.5 Development Control

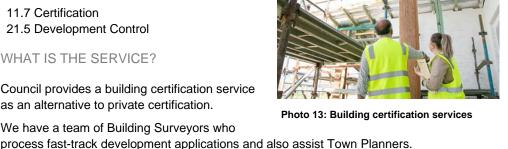
WHAT IS THE SERVICE?

Council provides a building certification service as an alternative to private certification.

We have a team of Building Surveyors who

The service provides complying development services, construction certificates and acts in the role of certifying authority. We provide a competitive service based on price and advice, and currently hold 46% of the market share for construction certificates and 14% for complying development certificates. Our customers often chose to come to QPRC for certification based on referral from their builder. Our market share of just less than half of all construction certificates issued is quite impressive however we have a significant opportunity to increase our share of complying development applications.

Our team of building certifiers inspect and approve water and sewer installations and connections for private buildings, Council is the local authority and therefore homeowners must use our services for their project.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	1,665,000	90%
Rates & General Revenue	191,519	10%
Total Operating Income	1,856,519	
Total Operating Cost	1,856,519	
Operating Surplus / Deficit	0	
Employees	11.80	

Why is it funded this way?

Whilst this service delivers general public benefit because the community can be assured that buildings are safe, building controls should be funded by the private beneficiaries of the services plus a commercial margin.

Council services operate in a commercial market and Council should target increased revenue and commercial returns ensuring that it does not seek to undercut private certifiers





Objective	Service Level
Provide certification services in line with community and statutory expectations	CDC applications determined within 20 days
	CC applications assessed within 20 days and either approved of additional information sought
Undertake role as Certifying Authority	Inspections to be carried out as per our certifying agreement and generally the day following inspection booking.
To provide the community with a competitive and reliable building certification service	Comply with the Building and Development Certifiers Act 2018





Health

Programs in this Service Statement:

12.1 Food and Premises

WHAT IS THE SERVICE?

Environmental health is concerned with all aspects of the natural and built environment affecting human health. The service provides for approval and inspection of various activities which have the potential to effect health including



Photo 14: Inspections of food premises.

- Food Premises
- Public Health Regulated Premises
- Drinking Water Supplies (public and private)

Food Premises:

Council regulates food premises in accordance with the Food Regulation Partnership.

As part of the program, Council classifies food businesses as either high, medium or low risk, based on the type of food they are handling, with the risk classification determining the inspection frequency. High risk businesses are inspected twice a year, medium risk businesses are inspected once per year and low risk businesses are inspected on an incident only basis. Council inspects food businesses operating at temporary events and mobile food vans garaged in the QPRC area. A graduated enforcement approach is used to mitigate potential food safety issues.

Council also provides education to food businesses and food handlers. Advice is provided during inspections, at any time by phone or email and through our quarterly Food Safety Newsletter which is distributed to all food businesses in the area.

The current food safety program includes:

- 15 high risk premises
- 176 medium risk premises
- 146 low risk premises
- 52 temporary food vendors (number fluctuates through year)
- 15 mobile food vans

Public Health Regulated Premises:

Council monitors and inspects regulated premises under the *Public Health Act*. These premises include:

- Skin penetration premises
- Public swimming pools and spas
- Regulated systems (cooling towers and warm water systems)

Inspections of all skin penetration premises, and public pools are conducted annually and reviews of Risk Management Plans for regulated systems are also conducted annually. Council is no longer required to undertake physical inspections of these systems.

The current program includes:



- 20 skin penetration premises
- 16 public pools and spas
- 8 regulated systems

A graduated enforcement approach is used to mitigate potential public health issues, and continuing education of operators is a major part of the program.

NSW Drinking Water Monitoring Program:

Council provides reticulated potable water to more than 25,000 properties in Queanbeyan, Googong, Braidwood, Bungendore and Captains Flat.

Council participates in the NSW Drinking Water Monitoring Program, a program coordinated by NSW Health to ensure the provision of safe and suitable drinking water to the end user. The program provides for both microbiological and chemical testing of the water supply and results are compared with the Australian Drinking Water Guidelines. The Environmental Health team takes these samples as an independent review/audit of operational testing undertaken by our water supply teams.

NSW Health provides the minimum number of samples to be taken per year (based on population and complexities in the reticulation system) and cover the costs of testing the samples. Council officers collect the samples, undertake field testing, package the samples for delivery to the lab and review results, instigating corrective actions if required.

Each year Council takes 428 microbial and 20 chemical samples across the five water supply systems.

Council also monitors and regulates 25 private water suppliers (including caravan parks, wineries and food businesses without access to reticulated water supply)

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	92,000	14%
Rates & General Revenue	565,907	86%
Total Operating Income	657,907	
Total Operating Cost	657,907	
Operating Surplus / Deficit	0	
Employees	4.00	

Why is it funded this way?

This service provides a high level of public benefit through general health monitoring and advisory services provided to the community.

Public health inspections of premises have private beneficiaries and recover user fees, but some user fees are set by legislation and therefore full cost recovery is not possible.



Objective	Service Level	
Provide a food safety program that includes 15 high risk premises 176 medium risk premises 146 low risk premises 52 temporary food vendors (number fluctuates through year) 15 mobile food vans	Inspections undertaken as per guidelines: High risk – twice per year Medium risk – one per year Low risk – as incidents occur Temporary vendors and mobile food vans – as required	
Carry out monitoring/ inspections of regulated premises under the <i>Public Health Act 2010</i> for:	Annual inspection of skin penetration premises and public pools and spas	
20 skin penetration premises16 public pools and spas8 regulated systems	Annual review of Risk Management Plans for regulated systems	
Undertake monitoring and sampling in accordance with the requirements of the NSW	428 microbial and 20 chemical samples across the five water supply systems	
Health Drinking Water Monitoring Program	Monitoring and regulation of 25 private water supplies	





Cemetery

Programs in this Service Statement:

12.2 Cemetery

WHAT IS THE SERVICE?

Cemeteries are located across the area to provide burial facilities that are safe and respectful memorial areas.

We manage and maintain the historic Riverside Cemetery in Queanbeyan, the main Queanbeyan cemetery at Lanyon Drive, the Bungendore



Photo 15: Queanbeyan Lawn Cemetery

Cemetery, Braidwood Cemetery, and 9 other small cemeteries across the area.

We are developing the new Memorial Park Cemetery in Queanbeyan, now that Lanyon Drive is nearly full.

Cemeteries fulfil a social and cultural need in the community by providing a facility where families and friends can join together to remember people. There are strong public expectations that Council will maintain cemeteries to a high standard as a mark of respect.

We undertake the mowing, weeding and landscape maintenance in cemeteries, as well as grave digging. We administer the booking of plots and the cemeteries database, and we consult with funeral homes to book burials.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	1,036,880	499
Rates & General Revenue	1,072,629	519
Total Operating Income	2,109,509	
Total Operating Cost	1,737,206	
Operating Surplus / Deficit	372,303	
Employees	5.00	

Why is it funded this way?

There are private benefits to the families of the deceased. The public also benefits as family members can be buried in the community they have lived in.

Council continues to review the pricing of cemetery services with a goal to eventually recover the full cost of operations and provision of associated infrastructure, and to provide for the perpetual maintenance of cemetery gardens and grounds. The current pricing is significantly below market and may be encouraging users outside the local government area to take up cemetery space for pricing reasons – at the detriment of local residents.



Objective	Service Level
Cemetery operations	Cemetery grounds are maintained to a standard that reflects the community expectations.
Development and operation of memorial park cemetery for Queanbeyan-Palerang	Development of new cemetery as per the current Delivery Program.





Development

Programs in this Service Statement:

- 21.1 Development Assessment
- 21.2 Subdivision Assessment
- 21.3 Subdivision Certification
- 21.6 New Release

WHAT IS THE SERVICE?

We provide planning information and general service to our community while also addressing Photo 16: New release area many customer requests including information



on whether development consent is needed and the approval process.

Council employs Town Planners who regulate and facilitate developments for better planning outcomes and contribute to a better built environment. Development is guided by the Environmental Planning and Assessment Act 1979 and its regulations, and includes Local Environmental Plans (LEPs), Development Control Plans (DCPs) and an array of State Environmental Planning Policies (SEPPs). Through zoning and development controls, a framework shapes the way land can be used.

We assess building and development projects ranging from home extensions to commercial, retail, industrial developments and significant major land release subdivisions. Applications are submitted through the NSW Planning Portal.

The procedures for applying for development consent, the level of environmental assessment required, the notification required, and appeal rights differ depending on how a development is categorised. These categories include designated development, integrated development and advertised development, and are all set out in the legislation we work with.

We aim to secure good quality development through our pre-application enquiry service and meetings, we make sure applicants and developers understand what is important and get our technical advice early so that we can help shape good development outcomes for our community.

Council undertakes development compliance investigations of development works and use of land. This service often originates from an enquiry from the wider community. Many residents and/or landowners simply fail to seek approval through either being unaware of the legal requirement, or wilful disregard for regulatory process.

Fire safety in respect of commercial, retail, industrial and multi residential buildings is the responsibility of Council and to ensure that the owners of these premises satisfy their obligations to maintain adequate levels of fire safety. Once constructed, the owners of relevant buildings (not required for single residential and Class 1 and 10 structures generally) must ensure that the essential fire services and protection measures are maintained to the relevant standards. Annual Fire Safety Statements must be proved to Council annually and accompanied by the relevant fee. There are buildings that are not on Councils register. A program will be developed to bring all targeted buildings into compliance, commencing with multi residential and buildings of a public nature, eg shopping complexes.





Council employs Development Engineers to assess the impact of development on public infrastructure. They provide technical engineering advice and assess the requirements for new infrastructure associated with development applications. This includes roads, footpaths, sewer, stormwater and other embellishments that will be dedicated to Council and managed as new public assets and that must be designed, approved and constructed in accordance with mandatory standards.

FUNDING SOURCES

	2022/23 Operating Plan \$	%
Operating Income		
User Charges	\$1,836,140	35%
Grants / Other	\$365,225	7%
Rates & General Revenue	\$3,068,533	58%
Total Operating Income	\$5,269,898	
Total Operating Cost	\$5,269,898	
Operating Surplus / Deficit	\$0	
Employees	29.0	

Why is it funded this way?

There are two distinct beneficiaries of this activity, the first being the applicant and the second being the whole community through the standards and monitoring that ensure the region has quality, sustainable development.

Fees and charges are capped by statutory limits set by the NSW Government. For those services where the Council can charge a fee, the cost is aimed to a level of service recovery.

Objective	Service Level
Development which provides suitable economic and community benefit	The needs of area development and community / customer expectations
A professional service which meets legal obligations	All activities comply with their statutory requirements
A safe environment through fire safety annual statements	Ensure that relevant buildings are recorded in Council Fire Safety Register.
A quality environment with development we can be proud of	Sensible development and consistent outcomes will be the measure.
Development applications for general residential development being determined within statutory timeframes.	80% of DAs for single residential development being determined within the 40-day statutory period.





Natural Landscapes

Programs in this Service Statement:

- 24.1 Biodiversity
- 24.2 Catchment
- 24.3 Biosecurity
- 24.4 Environmental Health

WHAT IS THE SERVICE?

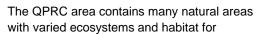




Photo 17: QPRC Environmental Health Staff

threatened species. It contains various plant associations including woodlands, forests, native grasslands and significant wetlands. Areas of particular significance include National Parks, escarpment zones and major river corridors. Council-managed areas such as natural reserves and roadsides also contribute to the unique natural environment and must be carefully managed.

The programs in this service statement are largely focused on protecting and enhancing our unique natural environment.

Biodiversity:

The program aims to conserve the biodiversity of the region and meet Council obligations as land manager and regulator under the *Biodiversity Conservation Act 2016*.

Activities include survey and planning, education, assessing vegetation clearing applications, managing Council's natural areas and strategic biodiversity conservation projects. The major projects currently being undertaken include a review of all Plans of Management for natural areas and development of a Roadside Vegetation Management Program. The program is also involved in collection and collation of data (from internal and external sources) to inform GIS mapping of areas of high conservation vegetation.

Catchment:

The aim of the catchment program is to protect the region's natural waterbodies including creeks, rivers and manmade lakes and to meet Council obligations as regulator under the *Protection of the Environment Operations Act 1997* for water pollution.

Activities include surface water monitoring, pollution investigation and control and education of the community regarding catchment management. Environmental restoration projects such as removal of debris and vegetation from creek lines and restoration of areas prone to gully erosion are undertaken where practical.

Biosecurity:

The biosecurity program aims to reduce the effects of biosecurity threats on land and meet our local control authority obligations under the *Biosecurity Act 2015*. Activities include survey and planning, biosecurity inspections and education of private landholders, biosecurity weed and pest animal control on Council land, regional collaboration, and strategic projects.

Every year, Council Biosecurity Officers conduct 1,700 inspections of private and public land



Additionally, approximately 1,500ha of Council-managed land is inspected for biosecurity weeds and pest animals with control measures implemented as required.

Environmental Compliance:

QPRC uses the framework "Educate, Encourage, Enforce" to manage environmental issues in the area. We first educate landowners and occupiers around their compliance requirements; we encourage compliance through conditions of approval, caution notices and education materials and we escalate to higher level enforcement where required.

The environmental compliance program is largely concerned with investigation of pollution incidents in accordance with the *Protection of Environment Operations Act, 1997.* Council officers investigate all allegations of pollution including water, land and air pollution. Significant resources are allocated to ensuring subdivision and building sites have adequate erosion and sediment control measures, noting that sedimentation of waterways is a significant local pollution problem. Council investigates more than 100 pollution incidents per year.

Another major focus of the environmental compliance program is regulation of onsite sewage management systems (OSSM) in accordance with the reapproval requirements of the *Local Government Act 1993*, and Council's Onsite Sewage Management Policy. Given that almost all of the land in the QPRC local government area is part of a drinking water catchment, OSSMs have a potential to significantly impact on environmental and public health.

The current OSSM inspection program monitors, regulates and ensures continuing compliant operation of approximately 5,500 systems in the non-urban areas of the LGA.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income Operating Grants &	325,000	12%
Contributions	187,710	7%
Rates & General Revenue	2,122,292	81%
Total Operating Income	2,635,002	
Total Operating Cost	2,640,044	
Operating Surplus / Deficit	-5,042	
Employees	12.8	

Why is it funded this way?

The whole community benefits from Council's efforts to maintain and enhance the area's natural landscapes, biodiversity and catchment management.

The NSW Government is responsible for biosecurity through the Department of Primary Industries and provides part funding for biosecurity on public lands - about one-third of total funding for biosecurity weed control programs.

Fines are in place to disincentivise illegal polluting activities, however are set by Government legislation and it is not always possible to identify offenders. It is not possible to fully recover costs in the environmental compliance program.

Onsite sewage management inspections have a private benefit to the owner of the system and inspection fees enable full cost recovery of this program.

Objective	Service Level
Revegetation, protection and enhancement of natural areas for connectivity and habitat protection in accordance with Plans of Management.	Development of Roadside Vegetation Management Plan
	Development of information for Land Managers on QPRC Website
	Training for relevant staff using the Local Government NSW Council Road Reserves Training Modules
Regular sampling of recreational swimming areas in river systems within LGA	Development of a recreational water sampling policy and plan
	Collaboration with NSW Water Watch to enhance data collection across catchments.
Biosecurity education, inspections and enforcement	1,700 Inspections undertaken per year
Assessment and monitoring the operation of onsite sewerage systems	750 inspections per year





Sustainability

Programs in this Service Statement:

- 25.1 Education
- 25.2 Climate
- 25.3 Monitoring and Reporting
- 25.4 Sustainability Projects

WHAT IS THE SERVICE?

Council recognises that climate change is a serious and significant issue and is committed to a reduction in greenhouse gas emissions and a move to more sustainable policy and operations. In recognition that



Photo 18: National Tree Day Braidwood

both Government and the community have roles to play in mitigating climate change, two documents make up Council's Climate Change Action Plan (CCAP):

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

Both Action Plans cover the period from 2020 to 2030 and set out the potential for emissions abatement in Council operations and in the community, as well as actions that Council and the community can undertake to implement the plans.

The programs provided by this service are largely centred on meeting the targets of these plans.

Education:

We provide environmental education to the community to increase awareness and knowledge of sustainability and environmental issues. These education campaigns are usually associated with larger global or national events such as World Environment Day, National Tree Day and Clean Up Australia Day and aim to promote local action as part of a wider environmental movement.

Events target all demographics and locations and include story time readings of books with environmental messaging or focus, Minecraft Sustainable Design Competitions for school aged children, open days in various local reserves and parks (Mt Jerrabomberra, Queanbeyan River), educational talks by members of local community groups (Landcare etc) DIY Sustainable Projects evenings and provision of our 6 monthly online newsletter "Sustainability Matters".

Additionally, a large part of our education program aims to increase collaboration and partnership with environmental and community organisations. Recognising the great work being done in the community and tailoring our programs to support and expand on this work means better outcomes for all. Success stories so far include collaboration with Queanbeyan Landcare over a number of years to successfully deliver National Tree Day in Queanbeyan and recent collaboration with NSW Water Watch to streamline and enhance surface water monitoring and reporting.



Climate:

The adoption of the CCAP shows Council's commitment to mitigating climate change. An analysis of current and projected energy use shows that there are opportunities for Council to make significant reductions in its emissions through a cost-effective program of action.

The most significant achievement so far has been the Power Purchase Agreement, negotiated to provide clean energy from a NSW solar farm for the next 10 years. This will result in a significant reduction in emissions from power usage over the largest of our large-scale sites including the Queanbeyan Civic and Cultural Precinct and Queanbeyan Sewage Treatment Plant projects.

Smaller scale solar projects on Council buildings, community halls and rural fire service stations (partially funded under the bushfire resilience grants program) have the dual purpose of reducing greenhouse gas emissions and building community resilience through provision of appropriate facilities. This is particularly important in outlying communities that will face increased threat from climate induced natural disasters such as bushfires and storms

Council has also developed an Electric Vehicle Charging Policy and Plan to further encourage third party operators in the sector. This electrification of the local fleet will have a significant impact on emission reduction in the local area and also allows for QPRC to transition its fleet to electric vehicles.

The current major project in this area is the consolidation and compilation of baseline emissions data including the following:

- Scope One Emissions
- Scope Two Emissions
- Scope Three Emissions

This data will be used to inform further actions to meet the CCAP

Monitoring and Reporting- Sustainable Building and Infrastructure planning:

The service is involved in the implementation of Council policy on sustainable building and design to demonstrate leadership in sustainability and contribute to meeting targets of the *Climate Change Action Plan*.

Sustainability Officers work with other stakeholders to ensure that new Council buildings (including the QCCP and QSTP) are designed in accordance with the policy and where possible, best practices in sustainable design.

Sustainability Projects:

Council develops and maintains Plans of Management for various significant natural reserves and areas (including Mt Jerrabomberra and the Queanbeyan River). These significant natural areas provide opportunity for environmental and sustainability projects to be undertaken, in accordance with the Plan of Management and usually in partnership with community organisations.

Projects and activities include water quality improvements, recreational improvements, tree plantings, weed removal, rubbish removal and determent measures, platypus awareness initiatives, erosion gully works, fire management activities and bushland management



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Rates & General Revenue	342,785	100%
Total Operating Income	342,785	
Total Operating Cost	342,785	
Operating Surplus / Deficit	0	
Employees	2.0	

Why is it funded this way?

Improved environmental standards and education programs are treated as a public benefit and funded by ratepayers.

Objective	Service Level
Coordination of environmental awareness initiatives and events	Six events per year
Compilation of baseline climate change data for Scope 1, 2 & 3 emissions	Compilation of baseline emissions data
Review current Plans of Management for natural areas and assets	One plan of management reviewed per year





Land-Use Planning

Programs in this Service Statement:

- 21.4 Development Contributions
- 26.1 Land-Use Planning
- 26.2 Community and Crown Lands Plans of Management
- 26.3 Profiling
- 26.4 Spatial, LIS and Naming
- 26.5 Heritage
- 26.6 Certificates (section 10.7)
- 26.7 Native Title

WHAT IS THE SERVICE?



Photo19: Old Cooma Road realignment for Googong

Land-use planning provides the framework for the growth and conservation of the local government area in ways which meet community expectations, satisfy statutory requirements and encourage community pride in its heritage.

Many of the programs within land-use planning are required to be provided under various statutes and the output of these are used by other areas of Council to perform their functions, such as development assessment. The majority of the land-use planning activities are aimed at shaping our communities, and creating great places to live, work, and recreate.

The service is provided by a number of means. These include Strategies and Structure Plans for land use change in towns and non-urban areas, the preparation of planning proposals which is the way land is rezoned as well as the basis for assessing future development applications, and development contribution plans and planning agreements which provide the framework to fund new infrastructure. In 2023-24 a major project is the completion of the Braidwood Structure Plan which commenced in 20221-22. We are also increasing our capability for spatial analysis to ensure our strategic planning is informed by current and accurate spatial and non-spatial data that we maintain.

In 2023-24, a major project is the completion of the Braidwood Structure Plan which commenced in 2022-23.

We process section 10.7 (zoning certificates) which are a mandatory part of the conveyancing process. The key findings of the January 2021 Internal Audit report on this service identified no areas of concern and concluded that it was well managed with positive continual improvement culture, appropriate governance, systems and processes. In 2021-22 we issued 2,339 planning certificates with 77% being completed in five days or less.

We provide a road naming, urban and rural property address service and are establishing a register of proposed road names including indigenous names. In 2021-22, 34 road names were approved for use and 2,238 urban and rural property addresses where issued.

We encourage community pride in the heritage of Queanbeyan-Palerang. This includes the recognition of properties and areas as being significant under Council's planning controls (Local Environmental Plan and Development Control Plans). It also includes coordinating annual Heritage Awards which recognise the efforts of various landowners and/or members in regard to heritage. Other actions include the promotion of heritage assets through a heritage advisory service and assistance via local heritage grants funded by Council and



Heritage NSW. We support the Heritage Advisory Committee which includes community representation to provide Council with advice on particular heritage matters. We also provide a service for minor heritage works approvals. In 2021-22, we processed 48 applications with a 90% approval rate.

%

10%

14%

77%

FUNDING SOURCES

	2023/24 Operating Plan \$
On anoting Income	Þ
Operating Income Fees and Other Income Operating Grants &	235,648
Contributions	328,875
Rates & General Revenue	1,853,692
Total Operating Income	2,418,215
Total Operating Cost	2,140,495
Operating Surplus / Deficit	277,720
Employees	12.80

Why is it funded this way?

Land-use planning encourages high quality developments and preservation of the area's built and natural resources. The benefits of improved infrastructure and coordinated growth will be felt by the community as a whole.

Planning proposals are one means by which land-use planning occur and often benefits a particular landowner or group of owners.

Objective	Service Level
Updated principal environmental planning instruments (Local Environmental Plan) and development control plans that facilitate suitable development and protect the environment	Reviews are to be undertaken every five years or sooner when circumstances require this
Braidwood Structure Plan	Endorsement and approval of the Braidwood Structure Plan
Timely processing of planning proposals	Planning proposals are to be processed in accordance with the time frames as stipulated in the Gateway determinations
Updated plans of management for community and crown land	Minimum of one plan of management to be reviewed/drafted per annum
	Plans of management to meet all statutory requirements
Guidance to Council on all land-use planning matters, external policy proposals/documents and regional land-use planning policies/initiatives	Timely advice to Council
	Submissions are completed within the required time frame



Objective	Service Level
Council's land information system is kept accurate and available.	The land information is updated as required in the Property and Rating database
Council's spatial land information is kept current with GIS systems	The spatial data for land information is updated as required





Transport

Programs in this Service Statement:

- 31.1 Roads
- 31.2 Bridges
- 31.3 Paths and Cycleways
- 31.4 Traffic and Safety
- 31.5 Parking
- 31.6 Public Transport
- 31.7 Cross Border and Smart City

WHAT IS THE SERVICE?



Photo 20: Uriarra Road and Ross Road intersection

Council owns and manages:

- a local rood network comprising 701km of sealed roads and 693km of unsealed roads
- a regional road network of 192km of sealed roads and 58km of unsealed roads
- 210km of footpaths
- 30km of shared paths
- 169 vehicular bridges
- 7 pedestrian bridges
- safety infrastructure comprised of streetlights road signs and barriers.

Council supports the safe and equitable movement of commuters, visitors and freight into and through the local government area through maintained and renewed roads, bridges, path infrastructure and public transport facilities.

We provide this service to ensure we have well planned transport infrastructure which provides for good levels of connection and ease of movement. We also ensures transport infrastructure is maintained to the agreed standards as set out in the Asset Management Strategy and Asset Management Plans.

This service is provided through a combination of internal staff and plant, external contractors, consultants and panel contracts.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income Operating Grants &	48,591	0%
Contributions	4,605,059	15%
Rates & General Revenue	26,304,944	85%
Total Operating Income	30,958,595	
Total Operating Cost	36,346,516	
Operating Surplus / Deficit	-5,387,922	
Employees	84.6	

Why is it funded this way?

Transport infrastructure benefits all road users including local ratepayers, travellers and users of freight routes across the state and country.

The service makes an operating deficit in years when depreciation expense is under-funded.

Regional roads provide links between towns and within major urban centres and are managed by Council and funded by the State Government through 'regional road block grant' funding.

The Federal Government also has a responsibility for road maintenance and pays some contributions toward road renewal through the Roads to Recovery Grant and other infrastructure grant programs.

Objective	Service Level
Sealed roads - Road maintenance and renewals are undertaken frequently.	Resealing sealed roads < 15 year cycle meets 80%
Unsealed Roads maintenance	Annual target for grading roads reaches 749.6km per year
Bridges and Culverts	Four timber bridges replaced each Council term
	30% of bridges/culverts inspected annually
Footpaths are inspected and maintained	90% of extreme footpath defects fixed < 7 days
Footpath construction and extension	New footpath construction is subject to successful grant funding





Water

Programs in this Service Statement:

32.1 Water Operations 32.2 Water Infrastructure

WHAT IS THE SERVICE?

Council operates as a Local Water Utility under the Local Government Act. We deliver safe, secure, efficient and affordable water services to customers and communities. The service manages public health outcomes, supports economic development and protects the environment.



Photo 21: Cooma Street water main

We manage the full water cycle in the serviced areas of Bungendore, Braidwood and Captains Flat. We collect raw water from a variety of water sources and treat the water to meet the Australian Drinking Water Guidelines. In the Queanbeyan serviced area, we purchase water from Icon Water which delivers water to QPRC through six offtakes.

In all service areas, we fund, deliver, operate and maintain water related infrastructure such as reservoirs, pumps stations and reticulation networks. We also monitor drinking water quality to ensure ongoing compliance with regulation and the protection of public health.

During the year, work will progress on the Queanbeyan to Bungendore pipeline feasibility study.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Annual Charges	8,451,712	29%
Fees and Other Income	20,023,431	69%
Operating Grants &		
Contributions	520,000	2%
Total Operating Income	28,995,143	
Total Operating Cost	24,768,759	
Operating Surplus / Deficit	4,226,384	
Employees	19.0	

Why is it funded this way?

The Water Supply Schemes are funded separately from general rates.

Annual access charges are levied on each property with access to water network infrastructure and water consumption fees are charged per kilolitre of water used.

An operating surplus is made in each year that the water fund reserves additional operating revenue for future infrastructure renewal and replacement costs.



Objective	Service Level
Provision of safe drinking water	Compliance with ADWG standards and adopted DWQMP
Collect appropriate revenue for water access and usage	Water revenue accounts issued on time
Service requests per 1000 customers p.a.	<15
Failures per KM mains pa	<1
Respond to water main breaks	Respond in less than two hours





Stormwater

Programs in this Service Statement:

32.3 Stormwater

WHAT IS THE SERVICE?

Council provides stormwater management in Queanbeyan, Bungendore and Braidwood. The service manages public safety, supports economic development and protects the environment. Council collects a stormwater levy in these areas.



Photo 22: Stormwater drainage

We fund, deliver, operate and maintain stormwater related infrastructure such as pipes, detention basins and other stormwater quality devices. And we manage overland flow and localised flooding.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Annual Charges	519,000	779
Rates & General Revenue	151,386	239
Total Operating Income	670,386	
Total Operating Cost	2,444,666	
Operating Surplus / Deficit	-1,774,280	
Employees	-	

Why is it funded this way?

Annual stormwater management service charges are levied against each property for which the service is available. The NSW Government has capped the charge at \$25 for each residential assessment and the general ratepayer funds the additional cost.

The service makes an operating deficit in years when depreciation expense underfunded.

Objective	Service Level
Ensure ongoing maintenance of stormwater infrastructure	Annual maintenance program delivered





Sewer

Programs in this Service Statement:

33.1 Sewer Operations 33.2 Sewer Infrastructure

WHAT IS THE SERVICE?

Council provides sewage collection and treatment in urbans areas of Queanbeyan, Googong, Bungendore, Braidwood and Captains Flat. We deliver safe, secure, efficient and affordable sewer services to customers and communities. The service manages public health



Photo 23: Queanbeyan Sewage Treatment Plant

outcomes, supports economic development and protects the environment.

In all serviced areas, we fund, deliver, operate and maintain sewer related infrastructure such as treatment plants, pumps stations and collection networks. We operate five sewage treatment plants, each with a unique licence and unique operating requirements. Through the collection network, we collect sewage from individual properties and transfer it via gravity pipes, pump stations and rising mains to the various treatment plants.

In the Googong serviced area, we provide enhanced treatment to allow the use of recycled water throughout the development area. As part of this service, we operate a "third pipe" network, including reservoirs and pump stations, to deliver recycled water to homes and public spaces. We operate a similar scheme in Bungendore (however, it does not provide recycled water to individual homes).

The Queanbeyan Sewage Treatment Plant has reached the end of its life and a new plant is currently being designed. We will be progressing the approval process to tender stage during 2023-24.

Designs are currently underway for the next expansion of the Bungendore Sewage Treatment Plant to cater for the town's growth in accordance with Council's adopted Bungendore Structure Plan.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income Operating Grants &	24,002,805	99%
Contributions	166,666	1%
Total Operating Income	24,169,471	
Total Operating Cost	25,166,019	
Operating Surplus / Deficit	-996,548	
Employees	23.0	

Why is it funded this way?

The sewerage schemes are funded separately from general rates.

Annual access charges are levied on each property with access to sewer network infrastructure and businesses are also charged usage fees for each kilolitre discharged into the sewerage system.

As part of the Googong development, Council operates and maintains a water recycling plant with duplicate infrastructure to the potable water system. Additional water access and water consumption charges are collected from the property owners who benefit from the availability of the system. To promote water conservation, the pricing of recycled water is set 5% below the potable water price.

An operating surplus is made in each year that the sewer fund reserves additional operating revenue for future infrastructure renewal and replacement costs – in preparation for the replacement of the Queanbeyan Sewage Treatment Plant.

Objective	Service Level
Provide safe recycled water to Googong residents	Recycled water provided to Australian Recycled Water Guidelines
Respond to reported sewer chokes	Respond in less than two hours
Network failure per km main p.a.	<1
Queanbeyan Sewage Treatment Plant upgrade	Project is approved and has progressed to tender phase.



Waste

Programs in this Service Statement:

34.1 Waste Operations 34.2 Waste Infrastructure

WHAT IS THE SERVICE?

Council provides waste management services to the entire local government area. We deliver safe, secure, efficient and affordable waste services to customers and communities. The service manages public health outcomes, supports economic development and protects the environment.



Photo 24: Braidwood Waste Transfer Station

Domestic waste management services are provided in certain geographic zones. Within these zones, we provide kerbside collection of residual waste, commingled recyclables and food/organics (note, not all areas have collection of all three waste streams). After collection, we manage the transfer of waste to appropriate facilities for recycling, processing or disposal. Domestic waste collections are managed according to defined zones with collections undertaken according to recurrent calendar days. Details of these zones and their respective collection days can be found on Council's website.

In addition, we fund, deliver, operate and maintain waste-related infrastructure such as waste transfer stations to manage non-domestic waste and residential drop-off waste in an environmentally responsible manner.

The service manages Council's legacy landfills to ensure environmental protection. It also delivers proactive waste education programs in conjunction with other service areas.

The principal Waste Transfer Stations are located at Bungendore and Braidwood and it is here that a wide range of waste streams are received and processed. Other more limited receival sites are located at Queanbeyan (Lorn Road), Wamboin (Macs Reef), Captains Flat and Nerriga. Access times vary between the sites details of which may be found on Council's website

Operations and future enhancements are outlined in the adopted Waste Strategy



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Annual Charges	13,889,214	88%
Fees and Other Income	1,896,313	12%
Total Operating Income	15,785,527	
Total Operating Cost	13,474,021	
Operating Surplus / Deficit	2,311,506	
Employees	22.7	

Why is it funded this way?

The Waste Management Funds are funded separately from general rates.

Annual access charges are levied on rateable properties based on the waste services available to them, including to maintain waste facilities and rehabilitate rural tips. Waste disposal fees are charged directly to users.

Objective	Service Level
Number of missed service complaints	<= 12 per 1000 services per waste stream
Waste collected as per waste calendar	Missed collections collected within two business days
Provide waste transfer stations	Operate as per published opening times/days





Facilities

Programs in this Service Statement:

- 35.1 Buildings
- 35.2 Sustainability
- 35.3 Security
- 46.1 Property

WHAT IS THE SERVICE?

Council maintains community buildings to the agreed standards as set out in the Asset Management Strategy and Asset Management Plan



Photo 25: Braidwood office building

We support the safe and equitable access to facilities and amenities through well-presented, sited, efficient, secure and clean buildings for community, civic and recreational use. We also ensure Council buildings are adequately maintained and secured.

We provide the service through a combination of internal staff and plant, external contractors, consultants and panel contracts.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	264,447	5%
Attributed Costs	4,677,801	95%
Total Operating Income	4,942,248	
Total Operating Cost	9,994,492	
Operating Surplus / Deficit	-5,052,244	
Employees	2.00	

Why is it funded this way?

Council owns substantial property and the cost of property management and maintenance is attributed to the relevant Council service for which the property is used.

The cost of Council's administrative facilities including depots, administration buildings and customer service centres is attributed to Council Services on a full cost recovery basis as a proportion of wages expense.



Objective	Service Level
Compliance with Council's Five Year Building Maintenance Program	Maintenance and repairs for all council buildings, including asset inspections, asbestos identification and management, heating, ventilation and air conditioning contract, buildings cleaning and sanitary services contracts are undertaken
New Council building Bungendore	Temporary office operating in Bungendore and planning for new office progressed to tender phase
Disposal of vacant Council assets	As each Council building is vacated, options and business case assessment presented to Council





Projects and Contracts

Programs in this Service:

36.1 Projects and Contracts 36.6 Projects

36.7 Private Works

WHAT IS THE SERVICE?

Projects and Contracts deliver large infrastructure and technical projects. We have developed a Project Management Framework that provides a series of governance standards to ensure that all Council projects are properly managed, taking into consideration the risk and complexity of different projects.



Photo 26: The Queanbeyan Civic and Cultural Precinct is being constructed and will be finalised in mid-2023.

Council employs a team of engineers, surveyors, civil designers, project and road safety specialists. Projects are initiated from Council's Long Term Financial Plan, grant applications, election funding and the Community Strategic Plan.

We design our road infrastructure and manage the construction of both civil and facility construction where it is done by contract engagement.

Some of the major projects being managed include the Queanbeyan Civic and Cultural Precinct, Queanbeyan Sewage Treatment Plant Upgrade and the Monaro St improvements

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Attributed Costs	3,531,496	100%
Total Operating Income	3,531,496	
Total Operating Cost	2,309,094	
Operating Surplus / Deficit	1,222,402	
Employees	18.8	

Why is it funded this way?

The direct cost of project management is included with capital project expenditure.

Additionally, project management costs will be attributed at 4% of total capital expenditure, and capitalised against the created asset.



Objective	Service Level
Delivery of annual Capital Works Program	At least 90% of program is delivered
Meet local government procurement and tendering requirements	All procurement completed as per guidelines and policies
Queanbeyan Civic and Cultural Precinct	Building completed and functioning, with staff relocated.





Asset Planning

Programs in this Service Statement:

36.2 Asset Planning

WHAT IS THE SERVICE?

We manage asset information including spatial, physical, and fair value information and provide advice on cost, risk, and performance of Council's \$2b of public infrastructure.



Photo 27: Water and Sewer Infrastructure map, Queanbeyan

We integrate asset information, including roads, water and sewer, parks and playgrounds, building and more and provide analytics to enable a consistent approach to long-term decision-making processes.

Asset planning forms a key component of Council's Integrated Planning and Reporting and is required to be included in the long term Resourcing Strategy.

We provide an Asset Strategy and the Asset Management framework that guide good asset management practices within Council. This work is used to assist in the development of asset management plans that support the services that we deliver.

With significant greenfield development occurring, we account for a range of gifted assets from developers.

FUNDING SOURCES

	2023/24 Operating Plan	04
	\$	%
Operating Income		
Attributed Costs	542,969	40%
Rates & General Revenue	807,564	60%
Total Operating Income	1,350,533	
Total Operating Cost	1,350,533	
Operating Surplus / Deficit	0	
Employees	8.00	

Why is it funded this way?

Asset Planning is an internal Council management expense that puts strategies in place to deliver the best value to ratepayers for all Council assets. The service indirectly benefits all ratepayers and is funded through general rates.



Objective	Service Level
Provide and maintain an effective asset management framework	Asset Management information is suitably managed to support Council Service Delivery
	Ensure integration of Asset, Financial and Workforce Information in the QPRC Resourcing Strategy
Provide accurate and reliable asset information	Ensure asset data is captured, processed, and stored in an accessible and timely manner.
	Review asset data and coordinate fair value assessments over a rolling four-year period.
Provide data analysis and reporting of asset information	Asset condition and renewal reports are available to Managers by 30 March each year.
	Asset information reports are provided by agreed dates





Emergency Services

Programs in this Service Statement: 36.3 Emergency

WHAT IS THE SERVICE?

Stakeholders turn to their local sources of support for information around preparation, prevention, at the onset of an emergency, and during the recovery stage. In consultation with emergency services (police, RFS and SES), we



Photo 28: Flooding Jembaicumbene Creek

provide emergency information to the public ranging from how to prepare, flood plans, what roads are closed during emergencies, links to single sources of truth, where to go in an emergency and much more. This is done through social media and the website.

In consultation with the Local Emergency Management Officer (LEMO) and depending on the emergency/disaster type, the following areas play a significant role in prevention, response and recovery:

- Communications
- Transport
- · Facilities and Security
- · Emergency administration
- Libraries
- · Parks and Gardens
- Urban Landscapes
- Water and Sewer
- Waste
- Finance
- GIS
- Strategic and Town Planning
- · Projects and Contracts
- Community Development.

Emergency Management is governed by the *State Emergency and Rescue Management Act* 1989 and guided by the NSW emergency management arrangements. The Act stipulates coordination of all emergency services organisations, functional areas (ie. Department of Primary Industry, Health, Transport for NSW) and significant local stakeholders (ie. Aurelia Metals). This is done through the Local Emergency Management Committee (LEMC).

Local councils are the most central organisation to all the other participating organisations, and much of the work of the LEMC naturally falls (under the direction and guidance of the LEMC) to the executive officer who is commonly known as the Local Emergency Management Officer (LEMO) and who is employed by Council. Under the legislation, councils must provide this support to the LEMC.



In terms of prevention and preparation, we directly undertake mitigation work through asset protection hazard reduction work (including roadside slashing), fire trail maintenance, flood plain studies and plans and other management plans.

Recovery has largely been transitioned to councils to manage and in smaller, more localised events, this work is unfunded by other levels of government. A localised event does not mean there has been no profound impacts on one or more individuals and communities. As events become more common, the resilience of individuals and communities is tested to capacity and communities seek out support to help them navigate a very complex road to recovery.

Our area is commonly impacted by flood, storm and fire and is not immune to closure of major routes for long periods, earth tremors, severe and catastrophic fire weather days, heat waves, pandemics/epidemics, animal disease threats and more.

Council is also tied to the Rural Fire Service through the current funding and asset management arrangements which requires cooperation and liaison with the Facilities, Fleet, Finance, and Projects and Contracts areas of Council. This contact is commonly coordinated through the LEMO.

The LEMC is required to have an Emergency Risk Management Plan, a Local Emergency Management Plan and a suite of consequence management guides which are all coordinated by the position of the LEMO.

In addition, the Council, as a significant land manager and asset owner, plays an important role in the Bush Fire Management Committee which develops the s.52 Plan of Operations and Bush Fire Risk Management Plan. The LEMO currently sits on this Committee as Council's nominee.

During a significant, multi-agency response incident, an Emergency Operations Centre (EOC) is open and the proper functioning of the EOC is the responsibility of the LEMO. Where an emergency is deemed an incident and managed at the local level, there is demonstrated benefit for the LEMO to operate in the area of the incident management team to identify and/or support the coordination of assistance from other agencies during those moments where the combat agency requires short term assistance ie. for an hour to fill sandbags or to provide traffic control.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income Operating Grants &		
Contributions	636,546	239
Rates & General Revenue	2,142,896	779
Total Operating Income	2,779,442	
Total Operating Cost	2,779,442	
Operating Surplus / Deficit	0	
Employees	1.00	

Why is it funded this way?

Emergency services is the responsibility of the NSW Government that has been cost shifted to ratepayers over time. The Government collects a levy from Council that is equivalent to around 4% of the general rates paid by each ratepayer.

All members of the public benefit from having properly funded emergency services agencies and proper disaster management plans in place.



82

Objective	Service Level
Manage and reduce the risk of emergency events and contribute to the response	Participate in meetings around prevention and planning and 100% of activities associated with response and recovery
Develop and implement Flood Management Plans	Complete and keep up to date flood management studies and plans for flood prone areas
Work with other agency stakeholders in the development and operation of the Local Emergency Management (EM) Plan and associated documents and the effective functioning of the LEMC	Hold LEMC meetings four times a year and complete all items on the action plan. Review and update the Local EM Plan and Emergency Risk Plan and develop Council's 'Responding to Local Emergencies' Plan.





Plant and Fleet

Programs in this Service Statement:

36.4 Plant and Fleet

WHAT IS THE SERVICE?

Council requires a wide variety of specialist and bespoke equipment to deliver the services we provide. We fund, deliver, maintain and dispose of Council's plant (non-passenger vehicles) and fleet (passenger vehicles and leaseback vehicles).



Photo 29: Council grader

Council's operational plant includes:

- 2 x graders
- 2 x rollers
- 2 x water tanks
- 32 x tipper trucks
- 3 x backhoes
- 2 x street sweepers

We provide specialist procurement services of these items and manages the systems and processes to keep plant and fleet operational for other areas of Council. Day-to-day operation and maintenance of plant and fleet is managed through the area using the individual items.

FUNDING SOURCES

	2023/24	
	Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	480,726	6%
Attributed Costs	7,267,005	94%
Total Operating Income	7,747,731	
Total Operating Cost	7,616,272	
Operating Surplus / Deficit	131,460	
Employees	2.7	

Why is it funded this way?

Council sets an internal plant hire rate to charge the full plant running and ownership costs to Council works and projects.



Objective	Service Level
Plant and vehicles are appropriately maintained	Compliance with Council's Plant and VehicleReplacement Policy
Leaseback contributions minimise fringe benefit tax obligations	Collection of leaseback fees
Replacement of plant	Needs of users identified and fit for purpose solutions delivered





RMS Contract

Programs in this Service Statement: 36.5 RMS Contract

WHAT IS THE SERVICE?

Council undertakes road maintenance, renewals and reconstruction projects on 165km of state and regional roads (Kings Highway, Goulburn Rd, Nerriga Rd etc) network through a Roads Maintenance Council Contract (RMCC) with Transport for NSW (TfNSW).



Photo 30: Kings Highway and Old Trucking Yard Lane intersection

We have been engaged by TfNSW as we have the local knowledge and expertise to manage the state road network in our area. All maintenance works are fully funded by TfNSW, with renewals and reconstructions undertaken through a work orders process that allows Council to include recovery of the cost to deliver these projects

We provide this service through a combination of internal staff and plant, external contractors, consultants and panel contracts.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
User Charges & Fees	8,070,000	1009
Total Operating Income	8,070,000	
Total Operating Cost	7,202,835	
Operating Surplus / Deficit	867,165	
Employees		

Why is it funded this way?

State roads are managed and funded by Transport for NSW because of their state arterial significance.

Council has a contract with NSW Transport to supply road maintenance and road works services. Council aims to make a margin on direct cost of works, to cover a portion of administration and overhead costs.

Objective	Service Level
Coordinate design and delivery of TfNSW road maintenance and renewal contract for State Roads	Transport for NSW contracts delivered within scope and approved budgets





Human Resource Management

Programs in this Service Statement:

- 41.7 Human Resource Management and Organisation Development
- 41.8 Payroll Management
- 41.9 Workplace Health & Safety (WHS) and Wellbeing

WHAT IS THE SERVICE?



Photo 31: Staff Learning and Development

We provide support to Council's 530 staff members in relation to recruitment and onboarding, separation, payroll, organisational culture, workplace health and safety, workers compensation, return to work, wellbeing, trainee/cadet development and learning and development. We ensure that the organisation complies with the *Local Government State Award* and the various internal policies that relate to our staff.

We support our leadership team to manage their teams and provide the tools and resources for to develop and maintain a strong workplace culture.

We work closely with our workers compensation insurers to educate our staff on physical and psychological risks that staff may encounter in the workplace. When injuries do occur, we work with our insurers, the injured staff member and their treating doctor to ensure a safe and swift return to the workplace.

We provide advice and support to Council's Workplace Consultative Committee, Diversity and Inclusion Group, Wellbeing Committee and Workplace Innovation Group.

To ensure the culture of the organisation continues to improve and is monitored, we undertake regular surveys of our staff to understand the causes of poor and good culture.

FUNDING SOURCES

	2023/24		Why is
	Operating Plan \$	%	Corpor Manag
Onersting Income	Φ	/0	Service
Operating Income Operating Grants &			
Contributions	28,050	1%	
Attributed Costs	1,273,124	50%	
Rates & General Revenue	1,245,073	49%	
Total Operating Income	2,546,247		
Total Operating Cost	2,546,247		
Operating Surplus / Deficit	0		
Employees	13.00		

Why is it funded this way?

Corporate support costs including HR Management will be attributed to council Services on as a proportion of wages costs.



Objective	Service Level	
Deliver timely recruitment processes	More than 60 recruitments undertaken per year, with average start-finish timeframe of 12 weeks	
Staff are paid accurately and within timeframes	~550 staff are paid each fortnight with minimal adjustments	
Support provided to various internal Council committees and groups	Provision of HR advice and secretariat services	
Ensure our staff and customers are safe and hazards are identified	All incidents or near misses investigated	
Hazarus are luerillilleu	100 random drug and alcohol tests conducted	





Technology

Programs in this Service Statement:

- 42.1 Network
- 42.2 Systems
- 42.3 Applications
- 42.5 Digital Workforce
- 42.9 GIS

WHAT IS THE SERVICE?

Council's Technology Service focuses on the reliable delivery and management of effective information technology solutions and services. It



Photo 32: Digital Helpdesk

involves designing, developing and delivering services, automating our existing services to more effectively interact and transact with stakeholders.

We are responsible for supporting the technology within QPRC and continuously improving systems and technology to ensure efficient service delivery. We regularly optimise and enhance our systems. We strive to achieve the balance between customising the technology to our unique needs and adhering to the recommended best practice.

We enable the organisation to accurately collate, secure and effectively use a wide range of data by providing the required software, systems and devices. This ensures corporate information is readily accessible to users, allowing QPRC employees to efficiently perform their daily operational requirements and strategically plan to meet the ongoing needs of our community.

We support all functions of Information Technology, including cyber security, hardware procurement and maintenance, communications, cloud services and all corporate business applications.

As part of the TechnologyOne ERP solution, we support the systems required to perform Council-wide Services such as Finance, Development, Customer Request Management, Human Resources, Integrated Reporting, Asset Management and more. We also internally provide and support Geographical Information Systems (GIS). In addition, we ensure Council is well-equipped with the required technology and devices to perform its daily operations. This includes providing laptops, mobile devices (100 tablets, 80 devices, 200 mobile phones), printers, telephony and any other digital technology required.



%

100%

FUNDING SOURCES

	2023/24 Operating Plan \$
Operating Income	
Attributed Costs	7,300,411
Total Operating Income	7,300,411
Total Operating Cost	7,300,411
Operating Surplus / Deficit	0
Employees	14.0

Why is it funded this way?

Corporate support costs including IT will be attributed to Council services on a full cost recovery basis as a proportion of wages.

The service makes an operating deficit in years when depreciation expense is underfunded.

Objective	Service Level
Operation and maintenance of Council's enterprise network, including connectivity between Council offices and depots	Availability to users
Management and maintenance of software applications relating to Council's operational systems	Availability to users
Educate staff on cybersecurity risks and respond quickly to breaches	When breaches occur, detect, respond, and recover within one hour
Operation and maintenance of Council's spatial software	Availability to users
Develop, maintain and optimise a	Recovery Time:
comprehensive and cost-effective IT Disaster Recovery Plan that is central to council's	Tier 1 (mission-critical services): < 1Hr
Business Continuity Plan to assure the	Tier 2 (critical services): < 4 Hrs
community that various disaster scenarios do not impact the organisation's operational objectives	Tier 3 (important services): 4 - 48 Hrs





Records

Programs in this Service Statement:

42.7 Records

WHAT IS THE SERVICE?

Council ensures that all official records (hardcopy and digital) are managed and maintained in accordance with NSW *State Records Act 1998*, and the QPRC Records Management Policy. We manage the distribution of incoming mail, via email and post and outgoing post mail in the organisation.

We train all staff to use the following systems:

- Technology One's Enterprise Content Management (ECM) system for all digital recordkeeping,
- iFerret, which is used for global searching of all records systems,
- Filing and storage of any remaining hardcopy records (plans, etc).

We maintain the storage and sentencing and destruction processes for hard copy files in accordance with the NSW *State Records Act 1998*.

We report to State Records NSW via the Records Management Assessment Tool (RMAT) annually

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Attributed Costs	486,415	329
Rates & General Revenue	1,030,696	689
Total Operating Income	1,517,111	
Total Operating Cost	1,030,696	
Operating Surplus / Deficit	486,415	
Employees	7.5	

Why is it funded this way?

Governance costs including Records Management will be distributed to Council Funds (General, Water, Sewer, Waste) on a proportion of revenue.



Objective	Service Level
Meet legislative requirements for record keeping	Administer QPRC official records, digital and hardcopy
Ensure users are trained in the use of Council's Electronic Document & Records Management System	Up to 50 training sessions
Adequately manage a disposal program to sentence, digitise & dispose of hard copy records and transfer of important records to the museums of History NSW.	Proper authorisation obtained



Financial

Programs in this Service Statement:

- 43.2 Transactional
- 43.6 Compliance & Control
- 43.7 Business Insight

WHAT IS THE SERVICE?

We have an in-house team of accountants who provide annual financial statements that comply with Australian Accounting Standards and are audited by the NSW Audit Office.



Photo 33: Systems Accountant

We manage Council's investments and loan portfolio, provide financial reporting, grant reporting, provide financial advice to Councillors and Managers and deliver a range of statutory and internal financial reporting.

We operate Council's internal store that holds around 350 lines of store items, and issues around 64,000 store items each year. We provide a procurement system and contract register to meet legal procurement requirements as well as support managers to make procurement decisions that deliver best value for money.

We levy rates and water bills and provide customer service to Council's 28,000 ratepayers. We process supplementary valuations received from the Valuer General's Office for around 670 new assessments each year. We issue around 200 section 603 certificates each month for ratepayers who need the information to buy & sell properties. We raise sundry invoices for Council's wide range of services and to other levels of Government.

We pay Council's suppliers, processing around 3,700 transactions each month.

Council's financial management is regulated by the *Local Government Act* and the Local Government (General) Regulation that require very high standards for Management and Accountability of Council's funds on behalf of ratepayers.

Council's Chief Financial Officer is the appointed Responsible Accounting Officer with legal responsibilities to establish and maintain a system of budgetary control that enables income and expenditure to be monitored each month and report variances to Council.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Fees and Other Income	701,323	16%
Attributed Costs	3,728,803	84%
Total Operating Income	4,430,126	
Total Operating Cost	3,728,804	
Operating Surplus / Deficit	701,322	
Employees	21.80	

Why is it funded this way?

Some services are provided for the private benefit of users and costs are recovered through user charges – e.g. rates certificate fees and independent financial advice to debtors.

The cost of Council's financial management is attributed to the cost of service delivery.

Objective	Service Level
Maintain adequate internal controls	Monthly reconciliations completed by the 21st of each month
Provide annual reporting on the financial performance of Council	Financial statements finalised and referred to audit within three months of end of financial year
Provide appropriate budget management systems	Budget performance is reported for each Branch
Resolve billing problems for ratepayers	Respond to ratepayer enquiries within 2 days
Collect rates debts	Rates and annual charges outstanding <8% by 30 June
Financial reporting	Quarterly review budget statement is transparent and timely
Audited financial statements	Presented and submitted to Office of Local Government by 30 October





Quality

Programs in this Service Statement:

- 44.1 Quality Assurance
- 44.2 Systems Analysis
- 44.3 Business Performance
- 44.5 Red Tape Reduction
- 51.1 Integrated Planning and Reporting
- 51.2 Strategic Performance

WHAT IS THE SERVICE?

Two of Council's values are Innovation and Continuous Improvement. The quality service of



Photo 34: Service Review workshop

Council brings those values to life via the mapping of processes, coordination of service reviews and the development of Council's suite of Integrated Planning and Reporting documents, including the Community Strategic Plan, Delivery Program, Operational Plan and Annual Report.

Under the revised Integrated Planning and Reporting guidelines, councils are now required to publish their proposed service reviews in their Operational Plan and then report on these through the Annual Report. Council's approach to service reviews will be dependent on the area of focus, with a mix of internal and external reviews.

Community Plans will be developed in 2023-24 for towns and villages which wish to participate in preparation for the next Integrated Planning and Reporting Framework.

Council is a Health, Safety, Environment and Quality accredited business, which assists us in increased productivity, improved efficiencies, less rework and continual improvement.

The integration of HSEQ Management provides significant advantages, including:

- A structured approach to managing and delivering our services
- Assurance that Risk Management strategies are in place
- Assistance ensuring that the organisation delivers products and services that meet customers' requirements
- Commitment to Health, Safety, Environmental and Quality Management
- Achievement of savings through reduced exposure to risks, improved efficiency, reduced waste, environmentally sustainable practices and better use of resources
- Minimising duplication and complexity, and ensuring there is consistency across the organisation
- Facilitation of continuous improvement.



47% 53%

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Attributed Costs	89,012	4
Rates & General Revenue	99,611	5
Total Operating Income	188,623	
Total Operating Cost	188,623	
Operating Surplus / Deficit	0	
Employees	1.0	

Why is it funded this way?

Governance costs including Quality Management are distributed to Council Funds (General, Water, Sewer, Waste) on a as a proportion of revenue.

Objective	Service Level
Ongoing refinement of processes	Operational of process mapping system
Community Satisfaction and Wellbeing Survey conducted biannually	To be completed in 2023-24
Demonstrate a high level of performance meeting international standards for Health, Safety, Environment and Quality.	Maintain HSEQ accreditation, meeting international standards: ISO 14001:2015 – Environmental Management ISO 45001:2018 – Occupational Health and Safety ISO 9001:2015 – Quality Management
Community Plans	To be developed for participating towns and villages.





Risk

Programs in this Service Statement:

We have an in-house Risk and Internal Audit

45 1 Risk

45.2 Insurances

45.3 Audit

45.4 Business Continuity

WHAT IS THE SERVICE?



Photo 35: Council responds to natural disasters

Coordinator who ensures that staff are aware of their responsibilities in relation to managing risk and have access to the appropriate tools . They provide systems and training to the

management team to maintain risk registers and report and mitigate risks.

Our insurance cover is extensive, with more than \$334m of assets, including pools, community centres, parks and playgrounds. Council is a member of Statewide Mutual, which is a Local Government member owned self-insurance mutual.

As part of our risk and governance framework we have an established Audit, Risk and Improvement Committee (ARIC) and an internal audit function. In accordance with the ARIC Charter, the ARIC provides independent oversight of our governance, risk management, compliance and internal control practices. The ARIC is made up of an external independent Chair and two external independent members as well as a Council representative. The ARIC meets quarterly. We engage an external service provider to deliver the t internal audit service. A risk-based internal audit plan is developed annually. We undertake up to four internal audits per year based on the internal audit plan. External financial audits are conducted by the Audit Office of NSW. Audit reports, and completion of agreed actions arising from these reports, are monitored through the ARIC.

Council provides a number of essential public-facing services, such as water, sewer, waste and also a number of critical internal functions such as human resources and digital. To ensure we are best prepared to continue these services, we have a business continuity plan in place, Our business continuity plan is tested, reviewed and updated annually.

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Attributed Costs	1,604,490	55%
Rates & General Revenue	1,334,572	45%
Total Operating Income	2,939,062	
Total Operating Cost	2,939,062	
Operating Surplus / Deficit	0	
Employees	0.7	

Why is it funded this way?

Governance costs including Risk Management are distributed to Council Funds (General, Water, Sewer, Waste) as a proportion of revenue.



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Objective	Service Level
Statewide CIP Program	Annual participation in Statewide CIP Program and review of outcomes
Council is adequately insured	Insurances renewed by due date
Maintenance of business continuity plans	Business continuity plan tested, reviewed and updated annually
Internal audit program	Annual internal audit program developed and implemented





Communications

Programs in this Service Statement:

51.6 Communications

WHAT IS THE SERVICE?

Council keeps the community informed about projects, events, Council meetings and decisions. We provide opportunities for the community to stay informed and to provide feedback and ideas to influence Council decisions and to be involved in the development of Council plans.



Photo 36: The QPRC News newsletter is produced eight times per year.

We provide a website and corporate social media pages, including Facebook, YouTube, Instagram and Twitter. We produce the QPRC News, which is delivered to all households eight times a year, providing information about Council's projects, activities, and events.

We run Council's online engagement hub Your Voice, where the community can provide input into projects, policies and a wide range of Council matters on public exhibition.

We author and edit content for media releases, newsletters, internal messaging. We provide photography, video production, graphic design and promotion for a wide range of projects and activities across Council in accordance with policies.

We conduct environmental education for schools, stakeholders and the general community. This includes changing behaviour in a positive way about how waste is managed, water and sewage education, education about sustainability and environmental health.

We provide internal communication to staff, including a monthly staff newsletter and manage the intranet.

We liaise with the media, responding to media enquiries to keep the community informed and involved in Council activities and programs.

We produce a weekly subscriber-based eNewsletter. We also create a fortnightly advertisement in local papers and provide advice to other areas of Council about advertising requirements.

We manage Council's brand, including use of the Council logo, colours and style guide to ensure that Council communicates professionally and in plain English.

We prepare information campaigns on major projects or activities, producing newsletters, webpages, letters, media releases and other communication content to inform the community about the project or activity.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Attributed Costs	472,676	49%
Rates & General Revenue	496,908	51%
Total Operating Income	969,584	
Total Operating Cost	969,584	
Operating Surplus / Deficit	0	
Employees	7.8	

Why is it funded this way?

Governance costs including Communications will be distributed to Council Funds (General, Water, Sewer, Waste) as a proportion of revenue.

Objective	Service Level
QPRC News	Publish eight editions each year
QPRC eNews	Publish every Friday excluding holiday per
Community consultation	Publish all QPRC consultation activities on the Your Voice engagement platform
Media enquiries	Respond to all media enquiries by requested, or negotiated, deadline
QPRC Corporate web site	Ensure content of web pages is accurate, reliable, and kept up to date





Governance

Programs in this Service Statement:

- 52.1 Public information
- 52.2 Complaints and Privacy Management
- 52.4 Legal
- 52.5 Governance
- 52.8 Canberra Region Joint Organisation

WHAT IS THE SERVICE?



Photo 6: Queanbeyan Council Chambers

With such a large and complex business, Council must ensure that it has strong governance processes and policies in place. Our approach to Governance includes the timely provision of public information in line with the *Government Information Public Access Act* and the management of complaints and privacy matters.

As Council performs a number of regulatory duties, we require specific legal advice on a range of matters. We have appointed a panel of legal companies to assist with more complex legal matters and also use our in-house expertise to develop and maintain our leases and licences. We also assess claims made against Council.

Council's business operates under a number of Council and state policies and legislation. We need to ensure that our staff have appropriate sub-delegations to undertake their role.

Council is also a member of Local Government NSW, the Canberra Region Joint Organisation, Regional Cities and Country Mayors

FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income Fees and Other Income	2.540	0%
Attributed Costs	2,540 1,116,409	47%
Rates & General Revenue	1,246,683	53%
Total Operating Income	2,365,632	0070
Total Operating Cost	2,365,632	
Operating Surplus / Deficit	0	
Employees	9.00	

Why is it funded this way?

Governance costs will be distributed to Council Funds (General, Water, Sewer, Waste) as a proportion of income.



Objective	Service Level
Code of Conduct complaints	Managed and processed in line with Council's Code of Conduct and Code of Conduct Guidelines
	Annual Report provided to the Office of Local Government
Delegations register	Kept up to date
Policy register	Maintained and responsible officers notified of impending review requirement
Designated persons returns	Completed and reported to Council by 30 September
GIPA applications	Processed within statutory timeframe (20 working days)
GIPA disclosure log	Updated quarterly
Public interest disclosure complaints	Processed within prescribed period





Elected Representatives

Programs in this Service Statement:

52.3 Meetings 52.6 Elections 52.7 Councillors

WHAT IS THE SERVICE?

The Mayor and 10 Councillors deliver a governance role that involves representing the community, setting direction, and monitoring and reviewing Council performance. The activity also involves keeping people informed of decisions



Photo 7: QPRC Elected Representatives

being made through the publication of fortnightly business papers, minutes and access to Council meetings.

The Local Government Act 1993 requires that elected representatives provide strong and representation, leadership, planning and decision-making.

There are a number of legislative requirements and ministerial directions that impact the local government area and its communities, and it is through leadership and advocacy that residents can be kept informed and represented.

The organisation provides support to its 11 elected representatives through the preparation of minutes and agendas for formal Council meetings, coordination of briefings and workshops, provision of assistance and advice for the Mayor and councillors and coordination of elections via the NSW Electoral Commission. The elected representative service plays a key role in the onboarding and professional development of councillors, with a requirement for each councillor to have their own training plan.

Elections are coordinated through the NSW Electoral Commission, however Council plays a key role in the promotion of the election to potential candidates and the community. In the lead up to the election, we provide candidate briefings to educate candidates on the role of a councillor, some local issues and what level of commitment is required if they are successful. Council puts funding aside each year to cover the cost of the election.



FUNDING SOURCES

	2023/24 Operating Plan	
	\$	%
Operating Income		
Attributed Costs	261,668	37%
Rates & General Revenue	442,798	63%
Total Operating Income	704,466	
Total Operating Cost	554,466	
Operating Surplus / Deficit	150,000	
Employees	0.00	

Why is it funded this way?

Governance costs including elected representatives are distributed to Council Funds (Water, Sewer, Waste) on a full cost recovery basis as a proportion of revenue.

An operating surplus is made in each year that rates and general revenues are put into an election reserve, to fund an election every fourth year.

Objective	Service Level
Training program	Developed for each councillor
Action Council resolutions	Within one month of decision
Represent the community, setting direction, addressing issues and monitoring and reviewing Council performance	Decisions made at public Council meetings held fortnightly
The community can have its views heard through Council meetings	Agendas are made available on Council's website on Friday before the Council meeting
	Public forums held at every Council meeting

