

Annual Report 2020-21



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Table of Contents

Message from the Mayor and CEO	5
Queanbeyan-Palerang – who are we?	7
QPRC Assets	8
Your elected representatives	9
Our organisation	10
Our Strategic Pillars and Community Vision	11
About this document	12
Strategic Pillar 1, Community	13
Major projects – Strategic Pillar 1	14
Key Performance Indicators – Strategic Pillar 1	16
Strategic Pillar 2, Choice	22
Key Performance Indicators – Strategic Pillar 2	23
Strategic Pillar 3, Character	25
Major projects – Strategic Pillar 3	26
Key Performance Indicators – Strategic Pillar 3	28
Strategic Pillar 4, Connection	33
Major projects – Strategic Pillar 4	34
Key Performance Indicators – Strategic Pillar 4	48
Strategic Pillar 5, Capability	51
Key performance indicators – Strategic Pillar 5	52
Statutory Disclosures	63
Special rate variation.....	63
Rates and charges written off	64
Contracts awarded	64
Legal Proceedings	65
Donations and contributions.....	67
Equal Employment Opportunities (EEO) Management Plan	68
Chief Executive Officer remuneration package.....	71
Senior staff remuneration package	71
Mayor and councillor expenses	71
Overseas visits	72
Attendance of councillors at conferences and seminars:	72
Councillor Induction and Professional Development	72
Councillor attendance at meetings.....	72
Stormwater levy	72
Swimming pool inspections.....	72
Partnerships, cooperatives and joint ventures	73
Unsolicited Proposals.....	74
Privacy and Personal Information ACT 1998.....	75
Disability Inclusion Action Plan	76
Public Interest Disclosures Act 1994	77
External bodies exercising Council functions.....	77
Controlling interests in companies	78
Government Information (Public Access) Act 2009 - statistical report	79
Risk Management	82
Property acquisitions and disposals.....	83

Annual Report 2020-21

Planning agreements	85
Companion Animals	86
Corporate Sponsorships	88
Appendix 1 – Project update	89
Project update - Strategic Pillar 1	89
Project update - Strategic Pillar 2	91
Project update - Strategic Pillar 3	91
Project update - Strategic Pillar 4	93
Project update - Strategic Pillar 5	102
Appendix 2 - Councillor attendance at Council and Committee Meetings.....	103
Appendix 3 – QPRC Financial Statements 2020-21	
Appendix 4 - QPRC State of the Environment Report 2017-21	
Appendix 5 - QPRC End of Term Report 2017-21	

Message from the Mayor and CEO

Welcome to Queanbeyan-Palerang Regional Council's Annual Report for the 2020-21 financial year. The year presented many challenges for Council, as we emerged from the Covid-19 lockdown of early-mid 2020 and braced ourselves for further lockdowns and restrictions early in the 2021-22 financial year.

The impacts of Covid were felt on our business during the financial year, with income at many of our facilities and related services impacted by density restrictions and general community concerns.

The financial year represented the final year of the adopted three-year QPRC Delivery Program, the first developed following the merger in 2016. The Delivery Program outlined Council's response to the goals and aspirations the community identified in the Community Strategic Plan. Council's End of Term Report, which is included as an addendum to this Annual Report, provides an overview on Council's progress in achieving the Community Strategic Plan.

The new Council to be elected in December 2021 will be responsible for reviewing and updating the Community Strategic Plan and developing their own Delivery Program which will identify the projects, services and initiatives they intend to undertake during their term in office to further progress the achievement of the Community Strategic Plan.

The overall performance and progress of this Council was recognised during 2020 when presented with the prestigious A.R Bluett Award for being the state's most progressive and innovative Council. In a media statement, LGNSW president Linda Scott commended Queanbeyan-Palerang's "remarkable transformation journey" since the merger in 2016. This is a significant achievement for the organisation, especially considering the pressures of the merger and the impact of drought, bushfire, floods and Covid-19 during the period.

Some the key matters from the 2020-21 financial year included:

- Opening of the refurbished Rusten House, Queanbeyan's first hospital, as an arts hub
- Opening of the Ellerton Drive extension and Old Cooma Road duplication
- Recycled water supply turned on for Googong Township
- Lodgement of development application for the \$1m Braidwood Pool upgrade
- Preparation of concept designs for the Monaro St upgrade
- Construction underway at the Bungendore Sports Hub
- Progression of the Queanbeyan Civic and Cultural Precinct, with the development application approved and construction contract finalised.
- South Jerrabomberra Innovation Precinct under construction and announced as a Regional Jobs Precinct
- Planning Proposal for the Memorial Park lodged with NSW Government
- Detailed design and EIS progressed for Queanbeyan Sewage Treatment Plant upgrade
- Award of tender for the construction of the Bungendore off-street car park
- Adoption of the QPRC Waste Strategy and harmonisation of waste-related charges
- Opening of the new Gidleigh Bridge
- Grant funding awarded for bridge replacements, road sealing and a new Bungendore playground
- Working through several complex Land and Environment Court matters
- Providing in principle support for the NSW Department of Education's proposal to construct a new Bungendore High School on a portion of Mick Sherd Oval, Majara St and Council's buildings in Majara St
- Working with NSW Government taskforce regarding the identification and management of lead contamination in Captains Flat
- Comprehensive Queanbeyan-Palerang Local Environmental Plan forwarded to the NSW Government for finalisation.

The Annual Report Program Update provides information on Council's progress against 147 key performance indicators. Generally, KPIs are recorded as either green (on target 95-100%), orange (require attention 80-94%) or red (critical <79%). In this report, an additional icon has been added to

Annual Report 2020-21

show where a KPI has not been achieved due to the impact of COVID-19. Of the 140 KPIs, 112 were rated as on target, seven as require attention, 13 as critical and eight failed due to Covid-19 restrictions. In regards to projects, 22 of the 63 major projects are completed, 33 are in progress, five are yet to start and three have been delayed.

Council has undertaken its annual organisational financial review, with the adoption of the previous 2020 Long Term Financial Plan (LTFP) and updated budget forecasts with the 2022 Operational Plan and Budget. This review has highlighted the long-term structural deficit position that Council inherited at the time of amalgamation, that has not yet been resolved. While water, sewer and waste funds are balanced, the base case projections show the General Fund continuing to make losses in the long term, and eventually running down to a negative cash position in 2026.

While noting Council has followed the Financial Strategy prepared by Percy Allan and adopted by Council in 2017 focusing on renewal of assets to reduce backlog, pursuing grants and raising debt, the deficit forecasts have been formed due to:

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

The impacts of Council's financial position will be further examined through the adoption of the new LTFP which will explore options to improve Council's financial position and ongoing financial sustainability. As shown in the Financial Statements, Council has achieved three of the six financial benchmarks set by the NSW Government and the LTFP outlines a path to achieve all of the benchmarks.

Finally and most importantly, we'd like to recognise and thank our staff and councillors for their commitment to continue to deliver high quality services and assets for the community.



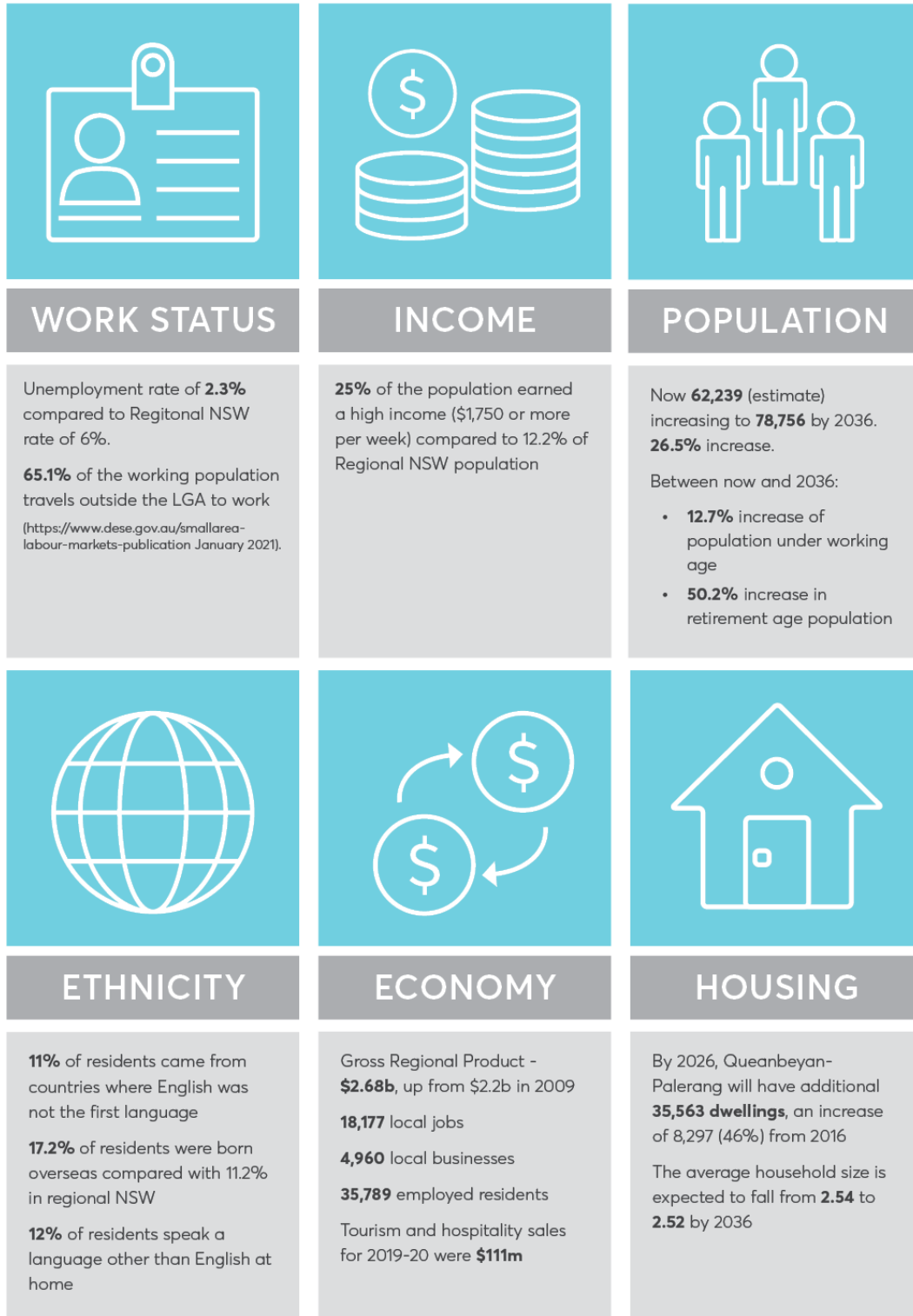
QPRC Mayor
Cr Tim Overall



QPRC CEO
Peter Tegart

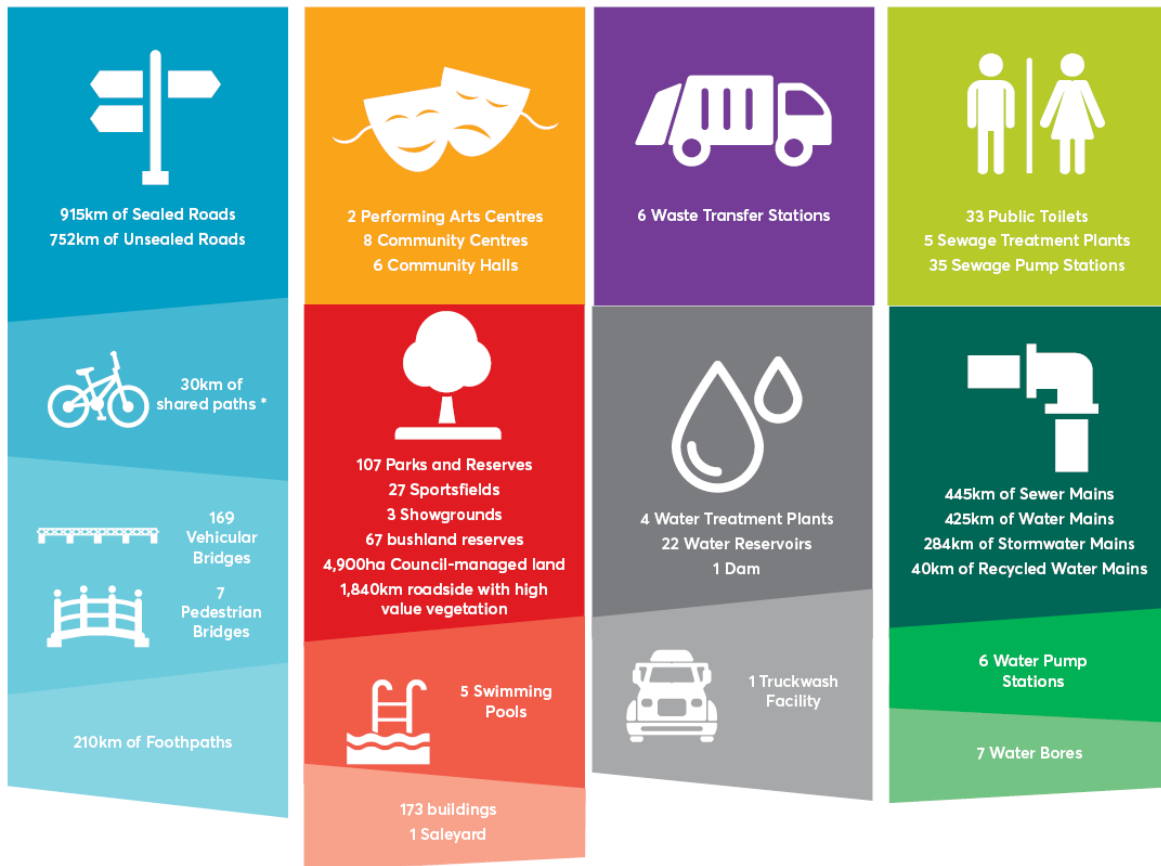
Queanbeyan-Palerang – who are we?

Queanbeyan-Palerang is located in south-eastern NSW and lies adjacent to the Australian Capital Territory (ACT). The local government area stretches to the bottom of the Clyde Mountain in the east, the Shoalhaven River in the north-east, Collector in the north and borders Snowy Monaro Regional Council in the south. The Council came about after a merger in 2016 of the former Queanbeyan City and Palerang councils. QPRC's population for 2020 was 62,239 (ABS estimated resident population) and is expected to grow to 78,756 by 2036.

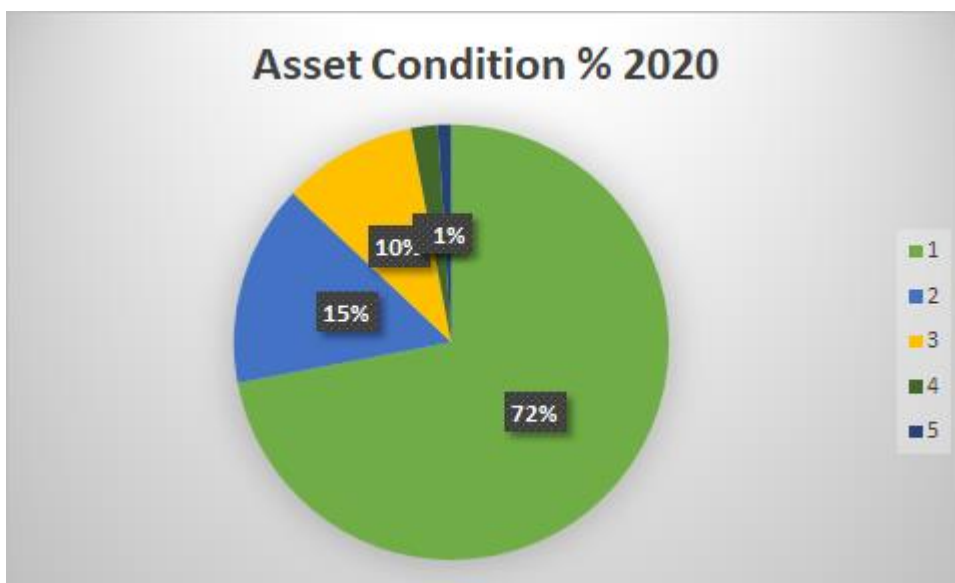


QPRC Assets

Queanbeyan-Palerang Regional Council has a total asset base of \$1.725 billion. The majority of Council's assets are either road, water or sewer assets, with significant investment made in those categories to ensure assets are maintained and renewed.



Importantly, the condition of those assets continue to improve through the expansion, renewal and upgrade programs – notwithstanding several of the road and bridge assets have been subsequently damaged by fire, flood and rain events.



Your elected representatives

Elections for all merged councils were held in September 2017. The Queanbeyan-Palerang community elected 11 councillors. At an Extraordinary Meeting on 20 September 2017, councillors elected Cr Tim Overall as Mayor for a two-year term. That two-year term expired in September 2019 and Cr Overall was re-elected by councillors at the September 2019 meeting to remain as Mayor until the scheduled local government election in September 2020. Due to Covid-19 restrictions, the NSW council elections was postponed by the Minister for Local Government until September 2021 and then until 4 December 2021.

The election of Deputy Mayor occurs every 12 months, with Cr Michele Biscotti elected to the position in September 2020, replacing Cr Trudy Taylor.

In June 2020, Cr Peter Bray announced his retirement from Council due to ill health. Sadly, Cr Bray passed away in August 2020. Due to the impending election, his position on Council was not filled.



Cr Tim Overall
Mayor



Cr Michele Biscotti
Deputy Mayor



Cr Peter Bray AM (dec)



Cr Brian Brown



Cr Pete Harrison



Cr Trevor Hicks



Cr Peter Marshall



Cr Radmila Noveska



Cr Mark Schweikert



Cr Trudy Taylor



Cr Kenrick Winchester

Our organisation

Queanbeyan-Palerang Regional Council is one of the largest employers in the area, with more than 500 staff members working across a range of services. As at 30 June 2021, Council employed 437 full time equivalent staff members (including vacancies). The structure was endorsed by Council with the Operational Plan in June 2018.



Peter Tegart
CEO



Jacquelyn Richards
Portfolio General Manager, Community Choice



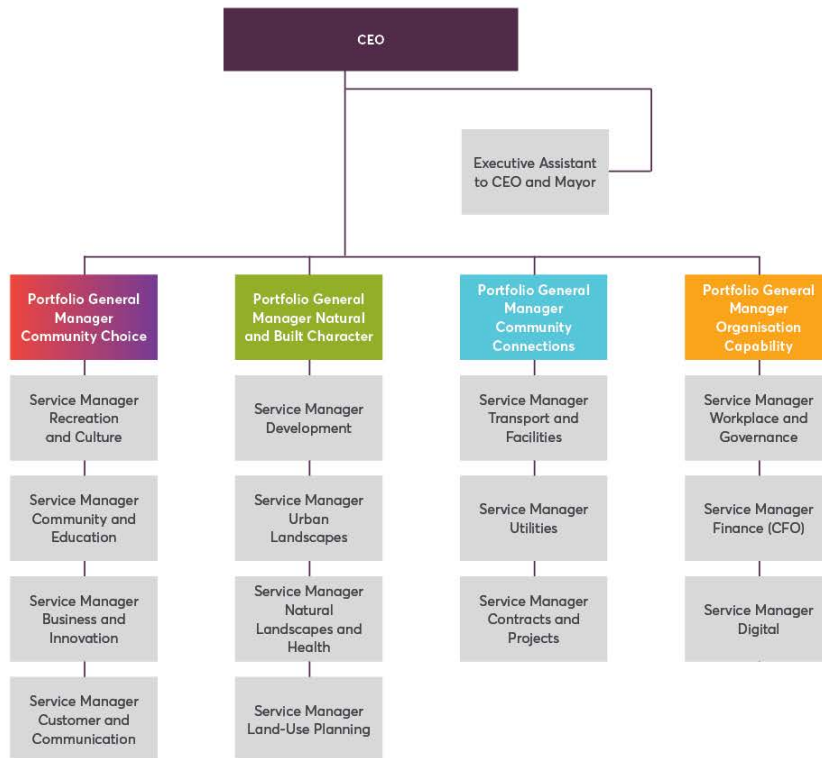
Michael Thompson
Portfolio General Manager, Natural and Built Character



Phil Hansen
Portfolio General Manager, Community Connections



Andrew Knight
Portfolio General Manager, Organisation Capability



Our Strategic Pillars and Community Vision

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

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

In preparation for the local government election in December 2021, Council has partnered with the Canberra Region Joint Organisation and six other councils to develop a Regional Community Strategic Plan. While having a regional focus, each Council will still be presented with their own CSP specific to the LGA which will inform the new Council's Delivery Program

QUEANBEYAN PALERANG **Our Vision – Our Future**

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

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

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

About this document





The 2020-21 Annual Report has been developed in line with the Office of Local Government's Annual Report and Annual Performance Statement Checklist which is available at www.olg.nsw.gov.au

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

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

Performance legend

The key performance indicators listed in the Annual Report are reported on by Service Managers every six months. Depending on the performance, each KPI has the relevant 'traffic light' applied as per below

	on target and between 95-100% achieved
	Requires attention and between 80-94% achieved
	Critical and less than 79% achieved
	KPI did not meet target, however this was due to the impact on Covid-19

Similarly, projects are reported on six monthly and are categorised as complete, in progress, not yet started, delayed,

STRATEGIC
PILLAR

1

COMMUNITY

A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

A SAFE, HARMONIOUS AND HEALTHY COMMUNITY
LEADING FULFILLED LIVES

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

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

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

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

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

1.3 We are a safe community

The community feels safer and more secure

1.4 We are a learning community

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

1.5 We have an active and healthy lifestyle

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

Annual Report 2020-21

Major projects – Strategic Pillar 1

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

Project	107001 QBN – Rusten House Arts Centre Refurbishment		
Status	Completed	Branch	Community and Education
Budget	Original	Revised	Expenditure to date
	\$0	\$745,368	\$750,970
Timeframe	End date	Revised end date	Completed Date
			22 April 2021
Comment	Rusten House refurbishment project has been completed with only minor additions required to the interior fitout (for example, blinds have been ordered but will need installation). Slight over expenditure but continuing operational budget will now apply and can cover any shortfall. Car park has also been completed and the facility was officially opened by Deputy Premier John Barilaro and Mayor Overall, with Aunty Matilda House on 22 April 2021.		



Mayor Tim Overall, local Aboriginal elder Aunty Matilda House and Deputy Premier and Member for Monaro, John Barilaro at the opening of the refurbished Rusten House.

Project	104374 BGD - New Bungendore Pool		
Status	In progress	Branch	Recreation and Culture
Budget	Original	Revised	Expenditure to date
	\$0	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
Comment	Detailed design is in the process of being prepared. Funding for this project is linked to the Bungendore High School proposal. The Heads of Agreements is yet to be finalised. Funding will be made available when this is executed.		

Annual Report 2020-21

Project	104291 QBN - Aquatic Centre HVAC/ Boiler replacement		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$350,000	\$350,000	\$73,503
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Specification received, investigating viability of expanding the scope to include the indoor pool boilers and associated controls. Works to be completed in 2021-22 financial year.		




Project	104105 BWD - Pool Upgrade		
Status	In Progress	Branch	Recreation and Culture
Budget	Original	Revised	Expenditure to date
	\$1,000,000	\$400,000	\$29,253
Timeframe	End date	Revised end date	Completed Date
Comment	Development application lodged, work expected to commence after the 2021-22 swimming season.		



An artist's impression of the Braidwood pool following the \$1m upgrade project

Annual Report 2020-21



Key Performance Indicators – Strategic Pillar 1

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 1 - Culture						
P: Community Gathering O: Community Centres	Income Return vs Expenditure >15%		15%	175%	Recreation and Culture	<p>Income for 2020-21 for Letchworth, Braidwood, Bungendore, Captains Flat, Jerrabomberra, Googong, Riverside and Library = \$246,742.</p> <p>Expenditure for 2020-21 for the above venues = \$141,356.</p> <p>172.55% (income Vs Expenditure).</p> <p>Average total bookings for the venues is 98.2%</p>
	Number of unique hirers p.a. - At least 100 p.a.		100	106	Recreation and Culture	The number of separate hires for 2020-21 was above target at 106.
P: Events O: Economic and Community Events	Community satisfaction with events increasing >75%.		75%	60%	Community Choice	<p>Due to Covid restrictions, limited community events held by QPRC. Australia Day and Anzac Day had limited crowds compared to previous years. Music by the River was limited to 2,200.</p> <p>60% satisfaction achieved from these to attend. Some were not happy with the changes and missed out on attended due to restricted numbers</p> <p>Four Citizenship ceremonies were held with restricted number as per Covid guidelines.</p>



Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: The Q (Performing Arts Centre) O: Live Performance Program	Growth in total attendance p.a - 35,500 patrons p.a.	○	35,500	23,654	Community Choice	<p>With Covid restrictions easing between January and June, The Q was able to run successfully, with good crowds.</p> <p>During the financial year, 26 performance/events were held, attracting 23,654 attendees.</p> <p>There has been a change in the marketing strategy, with more social media activity. As a result, The Q has reached 18,400 likes on Facebook. Instagram followers have increase and a larger increase of followers for Youtube</p>
Service 2 - Community						
P: Customer O: Integrated customer service	% Unresolved triaged service requests < 20%	●	20%	46%	Customer and Communications	<p>20,985 service requests were raised in 2020-21. As of 30 June 9,730 remain as 'current' which represents 46.36% of requests raised during this time period. This does not necessarily mean the requests have been unactioned. More likely, as reported previously, staff may not have the resources, time or knowledge for how to close requests off. Continued education will occur with responsible officers.</p>





Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Call abandonment rate < 10%		10%	12%	Customer and Communications	Total calls received for 2020-21 were 76,180. 9,096 calls were abandoned (callers hung up after 30 seconds) before Customer Service staff could respond. There have been some technical issues with the new Genesys phone system which IT is currently working on. This includes failing to connect to some calls. Having said that 'failed to connect calls' are not the main contributing factor in relation to the abandonment rate being in excess of 10%. Peak time for incoming calls occurs around 9.30am - 10.45am and again around lunchtime and after 3pm. There are not enough resources available to cope with the volume of calls during these times. In addition, there are only seven concurrent licences available within Genesys which means only seven CSOs can be logged in concurrently before the burst rate kicks in (additional cost). We are looking into obtaining more licences to allow more staff to assist (especially during peak times) whilst also avoiding any burst rate charge. Recruitment for casual call centre staff has recently been completed with five suitable candidates chosen. It is hoped these additional resources will contribute to a reduction in call abandonment.
P: Engagement O: Community Engagement	Increase in subscriptions to Council's online engagement hub - 20% per annum		20%	28%	Customer and Communications	As at 30 June 2020, we had 2,385 participants on the Your Voice engagement website. As at 30 June 2021, we have 3,050 participants. This is an increase of 665 which equates to 28%.

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
<p>P: Indigenous</p> <p>O: Reconciliation Action Plan</p>	<p>Ongoing implementation of initiatives identified in the Reconciliation Plan - At least 4 initiatives p.a.</p>		4	6	Community and Education	<p>Aboriginal Community Liaison Officer (ACLO) was appointed in May 2021 Five initiatives have been achieved in 20-21 – They include:</p> <ul style="list-style-type: none"> • Reconciliation Walk • National Day of Healing (Sorry Day Lunch Event for local Elders) • Aboriginal Playgroup • Interagency group • NAIDOC week. <p>Assisted the Queanbeyan NAIDOC committee in organising events and activities.</p> <p>The ACLO provided advice on the Ellerton Drive Extension project.</p> <p>A QPRC Reconciliation Action Plan (RAP) Working Group was proposed to revise and update the Reflect RAP in 21-22.</p> <p>The Aboriginal Consultative Committee will be a key contributor to community-based decision making into the future.</p>
<p>P: Youth</p> <p>O: Youth Centre</p>	<p>Attendance levels at the Youth Centre increasing - 400 per month</p>		400	300	Community and Education	<p>Operations of the present QPRC Youth Service will cease on 30 June 2021 with PCYC taking over the QPRC Indoor Sports Centre as a regional youth and recreation service. For the annual performance review, the Youth Centre and team have continued good performance after Covid restrictions eased. However programs have been winding down in recent months. The Youth Centre has been maintaining 300-400 per month with the changing focus in June from major funded programs to drop-in only.</p> <p>Continued outreach programs at Braidwood, Queanbeyan High School and Karabar High School throughout the year apart from COVID 19 restrictions.</p>

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 3 - Education						
P: Animals O: Companion Animal Management	Annual inspection of properties containing dangerous/ menacing dogs in the Local Government Area		100%	100%	Customer and Communications	Two declared dangerous dogs are listed as remaining in QPRC area. Inspections undertaken during 2020-21 indicate the details for the two remaining dogs are out of date and they are no longer in the area. Infringements were issued for failing to update details.
	Dog attacks response to within 48 hours >75%		75%	85%	Customer and Communications	All dog attacks are responded to within 48 hours after being alerted to Animal Management Officers. On occasions, residents have reported dog attacks well after the event. On some further occasions, calls to Council's general enquiries phone number about dog attacks have been lodged as customer requests without a follow up call to Animal Management Officers. This has resulted in some slight delays in immediate attendance onsite. This process is being improved.
P: Library O: Collection Management	Satisfaction with Library service increasing > 5% pa		5%	5%	Community and Education	Apart from the Covid lockdown disruptions, the community continues to use and support the Library activities and general loans have been consistent. Most activities have resumed and the new capacities have been filled. Mystery shopper program gave good scores for library service at all branches.
	Circulations – growth in loans including e-resources per year > 5% p.a		5%	6%	Community and Education	E-resources have been increased and promoted. Online resources are improving in quality and quantity and the usage of the QPRC collection is growing faster than other services - especially during Covid restrictions. This is consistent across customers in the region. New contracts with suppliers are now in place with a higher percentage of material now in online formats. A new App has also been contracted which aggregates e-resources to make the use of these resources easier and quicker to download and use.

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Mobile Library usage - On the road at least 4 days per week		100%	100%	Community and Education	The Library service to our regional community remains very popular and is highly valued in the outlying villages and settlements. Full service has continued after the Covid restrictions eased and are returning close to a normal schedule four days a week.
	Registered library members >50% of population - 30,000		30,000	31,443	Community and Education	Membership continues to be consistent - there have been small increases in membership over the last six months as patrons join to use online resources.
Service 4 - Recreation						
P: Indoor sports O: Indoor Sports Centre Operation	Income return vs expenditure >55%		55%	53%	Recreation and Culture	Financial figures - as of 30 June 2021 - Income: \$229,803 - Expenditure: \$438,095
	Patronage increasing 10%		10%	17%	Recreation and Culture	Estimated patron attendance of 31,752 from July 2020 to June 2021. This information is calculated from people counters situated at the entrance. This information can be tracked from https://qprc.sensorserver.com.au/dashboard/ Please note that the venue was running at limited capacity during the period due to Covid-19 restrictions. Estimate patron attendance of 27,038 for 2019-20. Noting that the venue was shut between March and June 2020. This information is calculated by estimating Point of Sale system data – Links.
P: Sportsfields O: Sportsfields - Maintenance	Sportsfields maintained to user satisfaction >90%		90%	100%	Urban Landscapes	All sporting facilities have been maintained to a very high standard. User clubs have provided positive feedback during season and via QPRC Sports Council

STRATEGIC
PILLAR

2

A PROSPEROUS QUEANBEYAN-PALERANG

CHOICE

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

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

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

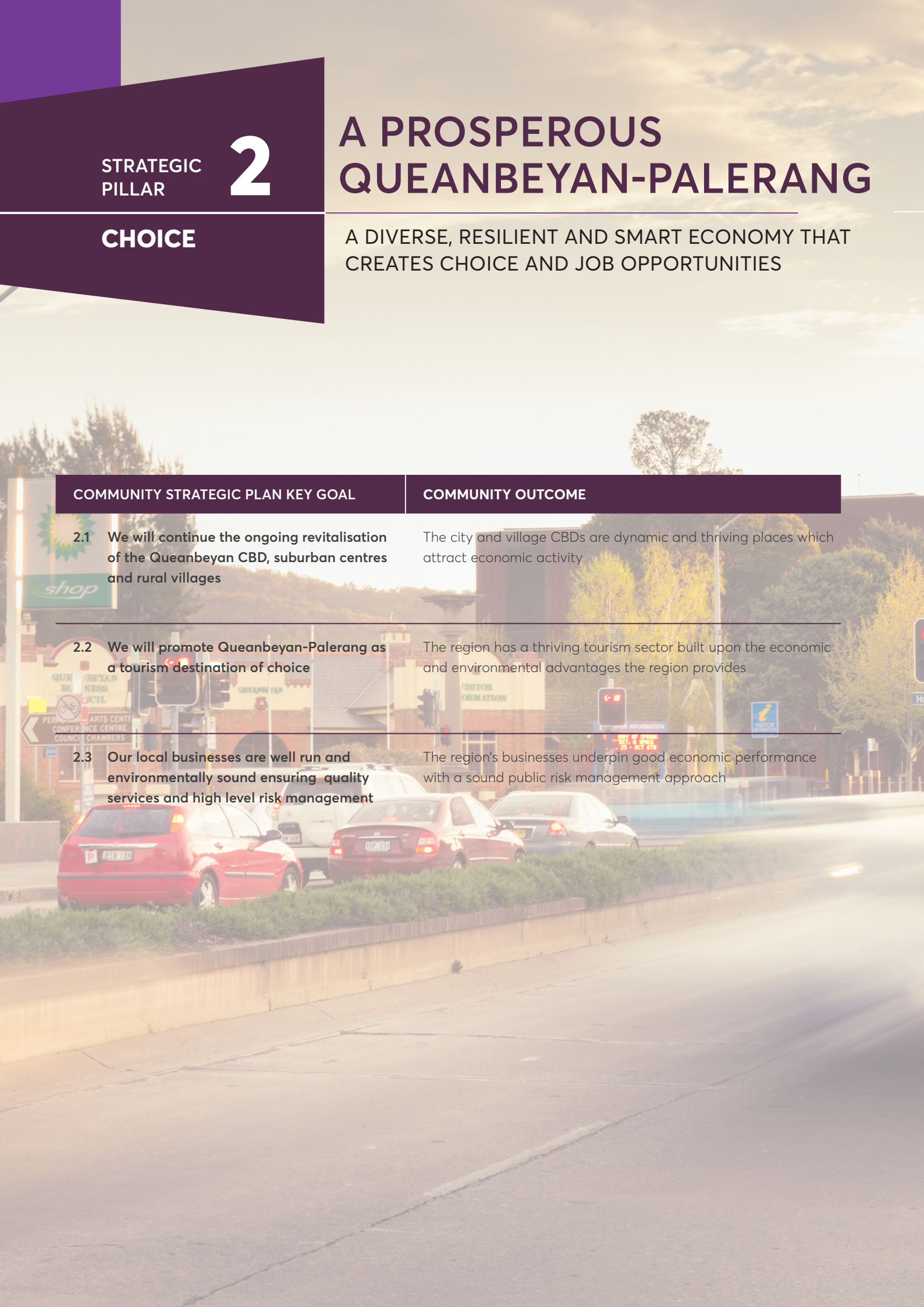
The city and village CBDs are dynamic and thriving places which attract economic activity

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

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




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

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





Annual Report 2020-21

Key Performance Indicators – Strategic Pillar 2

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 11 - Business						
P: Economic O: CBD Transformation Strategy	Ongoing implementation of actions identified within the CBD Transformation Strategy - At least 4 actions p.a.		4	6	Business and Innovation	<ul style="list-style-type: none"> • Monaro St upgrade commenced - consultation and planning workshops • Monaro St Lanes commenced • Qbn Place Plan complete • Queanbeyan Civic Cultural Precinct planning • Place assessments benchmarking underway • Town Centre Performance Framework commenced
P: Economic O: Economic Development	Key actions identified for implementation on an annual basis - 4 actions p.a.		4	10	Business and Innovation	<ul style="list-style-type: none"> • Monaro Lanes upgrade commenced • Monaro St upgrade - design and consultation commenced • Qbn Place Assessment commenced • Qbn, Braidwood and Bungendore Town Centre Performance analysis using Big Data commenced • Place Performance Framework commenced • Sth Jerra Regional Jobs Precinct announced and construction commenced • Poplars Innovation Hub Business Case commenced • CRJO Economic Development Strategy continuing • Treasure Trail Campaign completed • Various Bushfire Recovery projects completed including business grants program and town beautification projects
P: Tourism O: Tourism Planning	Visitor numbers show increasing trend p.a. - >2% increase p.a.		2%	0%	Business and Innovation	<p>No data available for the period. There is a lag in visitation data which has historically always been a problem in measuring visitation. Small sample size used in the reporting when available, also adds to data issues. From July 1 2021, the Tablelands councils will be commissioning regular visitor reports that will help with reporting. With the impact of bushfires and Covid-19, it is expected that there may be a decrease over the annual period. For the 19-20 period there were an estimated:</p> <ul style="list-style-type: none"> - 511,242 domestic visitor nights - 319,217 domestic day visitors <p>QPRC is part of the Southern Destination Tourism network. During 2019-20, the stats for the network were:</p> <ul style="list-style-type: none"> - 5.675m domestic visitors - 9.904 domestic visitor nights - \$1.8b domestic visitor expenditure

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 12: Health						
P: Food/Premises O: Food Safety	Undertaking inspections required by the Food Authority partnership agreement - 100% of food premises inspected annually		100%	100%	Natural Landscapes and Health	Annual inspection program completed. The recent change to a risk-based food inspection regime results in half of these inspection being secondary inspections within the 2020-21 financial year. It is worth noting that some seasonal-based food premises such as wineries and rural homesteads cannot be inspected multiple times due to only operating for a short time each year.
P: Food/Premises O: Surface Water Monitoring	Regular testing of sites across the LGA - 9 sites tested monthly		108	114	Natural Landscapes and Health	During the financial year, 114 sites were tested. In March, the Wickerslack Lane site could not be accessed as the private road was blocked by vehicles. Monitoring was also undertaken on the Shoalhaven River at two sites in February, and 3 sites in May and June.



Queanbeyan-Palerang Regional Council was the winner of the Supporting Local Enterprise award at the Local Government Professionals Awards for the successful Treasure Trail campaign. Pictured is Council's Service Manager, Business and Innovation Martin Darcy and Portfolio General Manager, Community Choice Jacquelyn Richards.

STRATEGIC
PILLAR

3

CHARACTER

A SUSTAINABLE QUEANBEYAN-PALERANG

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

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

3.1 We consider the environmental impacts of future development

The region has quality development which supports the sustainable growth

3.2 Our region's urban landscapes are well managed and maintained promoting community pride

The region's public places are clean and attractive

3.3 Our natural landscapes and water resources are sustainably managed

The land, vegetation and waterways of the region are managed in an integrated manner

3.4 We actively promote and implement sound resource conservation and good environmental practice

The community applies good environmental practice in their activities

3.5 We ensure the future planning for the region is well coordinated and provides for its sustainable management

The planning for the future of the region provides for and enhances the sustainable management of our natural and built landscapes

Annual Report 2020-21

Major projects – Strategic Pillar 3

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

Project key: * = grant funding carried over from previous financial year. ** = project is reliant on grant funding. *** = Election promise – awaiting confirmation on funding arrangement.

Project	100184 QPR - Regional Sports Complex - Stage 1		
Status	In Progress	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$19,000,000	\$9,554,980	\$1,389,259
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Civil contractors engaged and working on detailed construction design. Aboriginal archaeological survey work required by NSW Heritage is holding up the DA.		

Project	100285 QBN - Showground Pavillion and Storage		
Status	Delayed	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$699,617	\$86,097	\$121,377
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Lengthy and protracted heritage and archaeology requirements imposed by Heritage NSW has placed this project on stop clock. All survey and assessment work is complete and we are not awaiting NSW Heritage response.		

Project	100557 BWD - Braidwood Recreation Ground Construction		
Status	In Progress	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$250,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Drainage work underway, field extension programmed for after winter sports		

Project	100692 BGD - Stronger Communities \$9m – Bungendore sports hub		
Status	Completed	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$2,242,224	\$2,242,224	\$2,204,935
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	Work associated with this grant are complete. Land has been acquired and bulk earthworks complete. Sewer, water and recycled water mains are installed. Site is fenced. Remainder of the project is covered under project 100984 – see appendix 1 for comments		

Project	104244 QBN - Moore Park improvements **		
Status	Not Yet Started	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$250,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Project is reliant on grant funding, which has not yet been received.		

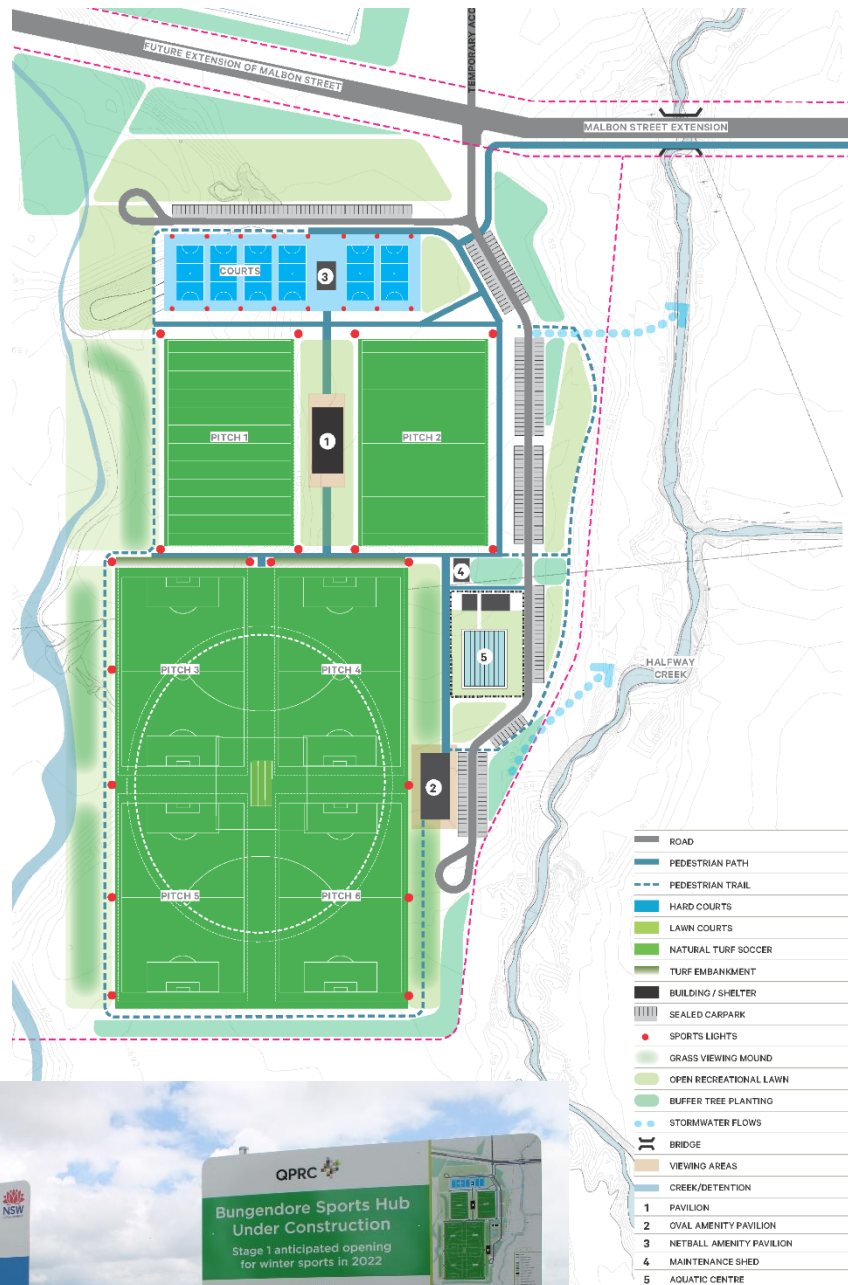
Annual Report 2020-21

Project	760502 QPR - Memorial Park Site Studies		
Status	In Progress	In Progress	In Progress
Budget	Original	Original	Original
	\$1,000,000	\$1,000,000	\$1,000,000
Timeframe	End date	End date	End date
	30 Jun 2021	30 Jun 2021	30 Jun 2021
Comment	Planning Proposal referred to Minister for determination. Results pending.		

Construction of the Bungendore Sports Hub has commenced. Stage 1 will deliver






- bulk earthworks
- construction of two flood-lit sports fields
- installation of irrigation infrastructure (to be completed by the end of April 2021)
- two flood-lit hard courts
- car parking and amenities including change rooms, toilets and canteen facilities

The full complex will have six grass sports fields, six hard courts, floodlights, irrigation, amenities and sporting club facilities, car parking, shared pathways, and an aquatic centre.



Annual Report 2020-21

Key Performance Indicators – Strategic Pillar 3

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 21 - Development						
P: Development Assessment O: Development Applications	Dwellings development applications processed within statutory timeframe		90%	70%	Development	This target was not able to be achieved for this reporting period. Influencing factors include: <ul style="list-style-type: none"> • 20% more DAs lodged in 2020-21 than previous year • 15% - 25% staff shortage during reporting period • delays caused by additional processes and teething problems with NSW Planning Portal implementation.
	DAs lodged and assessed online via e-portal		70%	100%	Development	Application are lodged online via the NSW Planning Portal. We are currently working on building an interface to link directly to TechOne to reduce data re-entry.
Service 23 – Urban Landscapes						
P: CBD O: CBD Street Cleaning	Urban street cleaning program delivered to agreed standard - Footpaths swept daily basis – QBN CBD, Footpaths swept weekly - Bungendore/ Braidwood town centres		100%	100%	Urban Landscapes	CBD swept daily as planned, New mini sweep commissioned
P: Parks/Playgrounds /Sportsfields O: Parks and Reserves (including Showgrounds)	Maintenance of grounds and facilities in accord with adopted standards in the Asset Management Plan		100%	100%	Urban Landscapes	All facilities maintained to high standard. Covid did impact sports, however facilities were kept up to standards.
P: Public Amenities O: Public Conveniences	Public conveniences maintained to agreed standard - CBD and town centre toilets cleaned daily, Other urban and rural toilets cleaned weekly		100%	100%	Urban Landscapes	All urban toilets daily and additional hygiene/sanitising carried out in high volume facilities

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 24 – Natural Landscapes						
P: Biodiversity O: Native Species conservation works	No net loss in native vegetation condition on council land - >90% of activities scheduled for council natural area land completed.	●	100%	99%	Natural Landscapes and Health	National Tree Day did not go ahead due to Covid. Have progressed Plans of Management for Natural Areas to Draft document and the Draft Mount Jerrabomberra Plan of Management is almost completed.
P: Biosecurity O: Biosecurity weed control on Council land	Weeds on Council land posing a biosecurity risk are properly managed - >90% biosecurity weeds on Council land are properly managed annually	●	90%	95%	Natural Landscapes and Health	Program is continuing despite loss of two fixed term weed sprayers.
P: Biosecurity O: Biosecurity weed education, inspection and enforcement	Inspect every property 4 yearly; priority protection sites two yearly and weed sites yearly; high risk pathways 1-3 times per year according to risk - >90% of inspections completed as scheduled.	●	90%	106%	Natural Landscapes and Health	

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
<p>P: Environmental Health</p> <p>O: Environmental Protection and Compliance</p>	Pollution complaints investigated (prioritised according to risk)	●	100%	100%	Natural Landscapes and Health	<p>During the financial year, 241 pollution complaints were received and investigated.</p> <ul style="list-style-type: none"> - Air (28) - Land (29) - Water (38) - Noise (74) - Waste Dumping (45) - Hazmat (16) - Other (11) <p>Enforcement action: Penalty Infringements issued - 5 Notice of Intention to serve Notice under POEO - 9 Compliance cost notice - 1 Clean Up Notice - 10 (Two of these notices were as a result of verbal clean up notices, another 5 related to Notices of Intents issued last year) Prevention Notice - 1 Notice to Provide Information - 17</p>
Service 25 - Sustainability						
<p>P: Education</p> <p>O: Environmental education</p>	Community events run by Council with sustainability initiatives promoted - 4 events per year	●	4	8	Natural Landscapes and Health	<p>Covid changed our planned annual activities. Our contribution focused on World Environment Day festivities which were held throughout the local government area from the 2-6 June 2021. Various events were held included:</p> <ul style="list-style-type: none"> • Sustainable Fashion webinar • Frog ID Workshop • Platypus online workshop • Heritage Tree walk • Living with lead at Captains Flat • 2040 Viewing at The Q • Queanbeyan River clean up
Service 26 – Land-Use Planning						
<p>P: Community Land</p> <p>O: Plans of Management (PoM)</p>	Compliance with all legislative and Council requirements for Plans of Management - One community land Plan of Management reviewed annually.	●	1	70	Land-Use Planning	<p>During the period, a new Plan of Management Bushland was drafted which also incorporates parcels of suitable Crown land that Council is likely to become the Crown Land Manager for.</p>

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Heritage O: Queanbeyan-Palerang's heritage	Heritage Grants and awards provided annually - 100% applications processed and dispersed annually		100%	95%	Land-Use Planning	Council funded 10 projects during the period with one carryover from the previous period. All but part of one project have been completed and reconciled.
P: Land-Use Planning O: Planning Instruments (LEP/DCP)	Reviews are undertaken on a five-yearly cycle - 100% of principal local environmental plans are reviewed during the five year period		100%	95%	Land-Use Planning	The planning proposal and background material including 199 maps for the draft Comprehensive Local Environmental Plan were forwarded to the Department of Planning, Industry and Environment on 26 January 2021. At this stage staff have received feedback in regard to the maps and have acted on this in some cases. In relation to the written instrument, Council has been advised that it is with the Parliamentary Counsel's Office and legal opinion is yet to be issued. This is necessary before a draft instrument can be notified (gazetted). Background work has begun on a major review of the Braidwood Heritage Development Control Plan including participating in a parallel review of it being done by Heritage NSW.
P: Land-Use Planning O: Planning Strategies and Policies	Reviews are undertaken and completed on a seven-yearly cycle - 100% completed on time		100%	20%	Land-Use Planning	A number of actions of the Local Strategic Planning Strategy (LSPS) are currently being implemented. These include actions such as drafting appropriate heritage management controls for Braidwood township, continue to provide for heritage grants, heritage advisory service and support for heritage events and preparing contribution plans. It is anticipated that as these are completed there will be an opportunity to refresh the LSPS although a total review will not be required for some time.
P: Land-Use Planning O: Regional Planning	Reviews undertaken in accordance with the required timeframes in the South East and Tablelands Implementation Plan		100%	100%	Land-Use Planning	During the period no reviews were required.

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
<p>P: Spatial/LIS/Naming</p> <p>O: Geographic Information System (GIS) – data layer management</p>	GIS database updated as required - 100% accurate each entry	●	100%	100%	Land-Use Planning	<p>Work continues on maintaining the currency of data layers. One example during the period included making corrections raised by the Department of Planning, Industry and Environment in regard to the layers necessary for a number of maps for the Comprehensive Local Environmental Plan. Another example has been to take corrective action to layers due to cadastre shifts at various locations in the LGA while yet another has been to undertake a data audit.</p>

STRATEGIC
PILLAR

4

A CONNECTED QUEANBEYAN-PALERANG

CONNECTION

A WELL CONNECTED COMMUNITY WITH GOOD
INFRASTRUCTURE ENHANCING QUALITY OF LIFE

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

4.1 Our transport infrastructure and networks are well planned and maintained

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

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

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

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

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

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

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

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

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

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

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

Annual Report 2020-21

Major projects – Strategic Pillar 4

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

Project key: * = grant funding carried over from previous financial year. ** = project is reliant on grant funding. *** = Election promise – awaiting confirmation on funding arrangement.

Project	100004 QBN - Network - Water		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$350,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	This project holds no budget and is separated into smaller projects. All smaller projects have been complete		

Project	100119 QBN - Googong Water Recycling Plant		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$350,000	\$350,000	\$141,831
Timeframe	End date	Revised end date	Completed Date
	Ongoing	30 Jun 2023	
Comment	The project is ongoing and involves Council's Engineer for the Googong water recycling plant and Hill 800 project. It is across multiple financial years		

Project	100123 QBN - Sewage Treatment Plant Upgrade		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$4,000,000	\$4,000,000	\$2,799,955
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Draft Environmental Impact Statement (EIS) has been submitted to the ACT Government. Comments have been received on EIS with additional studies currently being completed. Detailed design has been commenced with user workshops progressing well. Most equipment supply tenders complete and project on target.		

Project	100124 QBN - Sewer Mains Rehabilitation		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$2,500,000	\$150,000	\$147,222
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 Sep 2020	31 Dec 2020
Comment	Works program for 2020-21 is complete.		

Annual Report 2020-21

Project	100183 QBN - Efficient street lighting upgrades		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$3,300,000	\$0	\$2,516,835
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 July 2021	
Comment	Essential Energy is approximately 98% complete with the installation of the LED lighting upgrades. The only remaining installations include decorative and heritage style units.		

Project	100265 QBN - Civic and Cultural Precinct		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$37,471,998	\$4,718,038	\$2,970,677
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Tender has awarded with site possession expected in early 21-22. Communications plan finalised to ensure key stakeholders are aware of progress and disruptions.		



Project	100353 QBN - SRV - Bitumen Resealing - CityCARE		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$459,000	\$459,000	\$459,000
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		28 May 2021
Comment	The 2020-21 SRV bitumen resealing program has been completed.		

Annual Report 2020-21

Project	100354 QBN - SRV - Pavement Rehabilitation - CityCARE		
Status	Completed	Status	Completed
Budget	Original	Budget	Original
	\$282,000	\$100,000	\$282,000
Timeframe	End date	Timeframe	End date
	30 Jun 2021		30 Jun 2021
Comment	The 2020-21 SRV pavement rehabilitation program has been completed.		

Project	100548 BGD - Bungendore Landfill Reinstatement		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,500,000	\$100,000	\$11,440
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	The consultancy for this project has commenced. Expect to go to tender for earthworks in first quarter 2021-22		

Project	100565 BGD - South Bungendore Drainage - Ellendon to Molonglo St		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$250,000	\$319,000	\$290,000
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	Project part funded by Council (VPA) and now complete as part of private development		

Project	100861 BGD - car park off Ellendon St		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,680,000	\$656,423	\$45,148
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 November 2021	
Comment	The contract for the car park has been awarded and construction will commence during July. Completion expected early in second/third quarter of 2021-22..		

Project	100862 BWD - Car park Wallace St		
Status	Not Yet Started	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$820,000	\$0	\$347
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Further scoping requirement. Contamination report on building and land under D&S Motors to be completed		

Annual Report 2020-21

Project	100868 QBN - Route N1-N3 Stage 1		
Status	Not Yet Started	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$367,710	\$367,710	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment			

Project	100879 BWD - office smart hub/cultural space		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$309,0000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Plans accepted by Council following consultation. Designs being reviewed to determine accurate costing. Further funding likely required.		

Project	100894 QBN - Monaro St Refurb Stage 1		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$10,000,000	\$2,385,863	\$335,489
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	<p>This project involves the design of refurbishment works in Monaro Street from Lowe Street to Collett Street and construction of refurbishment works in Monaro Street from Lowe Street to Crawford Street. Investigation works for this project began on site in October 2020 with contractors undertaking traffic counts, site survey and services location. Traffic modelling and study report has been submitted to Transport for NSW and negotiations are ongoing with TfNSW and Council's contractors to gain TfNSW's in-principle approval. Delays have been experienced in the processing of survey information and are currently being addressed. Four design scenarios have been prepared and feedback sought from stakeholders. Scenario four was presented to a stakeholder workshop to progress the concept design. The concept design will be presented to Council for endorsement to be placed on public exhibition. Communication and engagement commenced with a series of internal and external stakeholder engagement activities focusing on highly impacted stakeholders. Feedback from these sessions has informed the draft scenarios. Council's Placemaking Team has continued liaising with impacted businesses and stakeholders.</p>		

Project	100896 QBN - Rutledge car park		
Status	Not Yet Started	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$0	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment			

Annual Report 2020-21

Project	100953 BGD - Bungendore Flood Plain Works		
Status	Completed	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$700,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Funding has been shifted to project 104212 BGD Flood Risk Management Study and Plan		

Project	100986 BWD - Majors Creek RFS Station replacement		
Status	Completed	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$400,000	\$665,323	\$638,090
Timeframe	End date	Revised end date	Completed Date
			31 Dec 2020
Comment	The construction of the RFS is now completed, and RFS is now moved to a new shed. The old shed will be handed over to Majors Creek reserve trust group.		

Project	101002 QPR - Local Roads Renewal		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$2,625,000	\$2,625,000	\$2,625,000
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		18 Jun 2021
Comment	The local roads renewal program for the 2020-21 financial year has been completed.		

Project	101013 QPR - Roads to Recovery		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,527,709	\$1,527,709	\$1,527,709
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		14 May 2021
Comment	The 2020/21 Roads to Recovery program is now complete.		

Project	101297 BGD - Rehab Tarago Road Between Mt Fairy and Goulburn Mulwaree border		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,000,000	\$1,000,000	\$79,543
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	The survey and design for this project is now complete. Land acquisitions for this project have now been agreed with adjacent landowners. Construction is scheduled to commence in 2021-22.		

Annual Report 2020-21

Project	101300 QPR - Local Roads Rehabilitation		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$600,000	\$600,000	\$600,000
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		21 May 2021
Comment	The 2020-21 local roads rehabilitation projects have been completed		

Project	101459 QBN- Purchase Dunns Creek Road corridor and design ***		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$0	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	<p>Council is collecting data to feed into the validation report that will be used to update the Queanbeyan traffic model. Work on the updated traffic model is expected to commence in 2021-22. Once completed, the updated traffic model will inform Council if there are suitable alignment options to progress. This work is not expected to be costly and it is proposed that \$4.8m of the budget for 21-22 be reallocated into 22-23 and 23-24 financial years as follows:</p> <ul style="list-style-type: none"> • \$0m – FY21 • \$0.2m – FY22 • \$10.8m FY23 – • \$16m – FY24 		

Project	101460 BWD - Drought Relief - Araluen Road – Braidwood		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$300,000	\$430,000	\$508,095
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		21 Jun 2019
Comment	This project was funded in the 2018-19 financial year and completed in June 2019.		

Project	102012 BWD - Cooma Rd/Krawaree Rd		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$324,000	\$324,000	\$324,000
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Apr 2021
Comment	The gravel resheeting works on Cooma Road as part of the regional roads block grant funding and subsequent Disaster Recovery Funding Arrangement (DRFA) funding has been completed.		

Annual Report 2020-21

Project	102064 NRG - Nerriga Rd Section 3 - Reconstruct widen and seal - Ningeenimble Project		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$3,950,000	\$3,550,000	\$60,383
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Environmental assessments and survey works are now complete. Finalising design and land acquisitions. This project is not currently in the Monaro Palerang roads package, pending savings on other package projects.		

Project	102065 NRG - Nerriga Rd Section 4 - Reconstruct widen and seal - Durran Durra		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$6,900,000	\$6,900,000	\$5,135,132
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Survey, design and environmental approvals has been completed. Construction activities are progressing well onsite with majority of vegetation removed and drainage installations complete. Pavement works are also progressing well, with approximately 2.3km out of the 3.1km ready for seal.		

Project	102073 BWD - Captains Flat Rd - between Jinglemoney Rd and Obriens Rd		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$714,000	\$1,302,367	\$1,694,739
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		14 May 2021
Comment	The 2020-21 section of Regional Roads Repair Program funding has been completed. Further funding has been sourced to continue this rehabilitation project in the 2021-21 FY.		

Annual Report 2020-21

Project	102076 BGD - Roundabout on Malbon St *		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$2,274,452	\$80,000	\$71,881
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Delays were experienced with initial Transport for NSW reviews taking 12 weeks longer than expected. TfNSW also rejected a garden bed in the central island of the roundabout, which resulted in delays with finalising the designs and referring the matter back to Council. Final designs were accepted by TfNSW on 16 February 2021. Preliminary construction activities (early works) commenced in early May 2020 and have been completed. This involved relocating utilities such as water, gas and telecommunications in the vicinity of the intersection to make way for construction of the roundabout. Dale and Hitchcock were selected through a competitive tender process for the main construction works. When the main works commence, there will be some disruption to traffic. It is the intention to minimise disruption to traffic during the school holidays. Main construction work is expected to commence after the 2021 winter school holidays		

Project	102088 BWD - Nerriga Rd Section 18 – Construct Intersection with MR51		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$950,000	\$950,000	\$331,299
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Construction works have commenced onsite.		

Project	102098 CFL - Upgrade Captains Flat Road		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$5,000,000	\$961,538	\$94,623
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Survey and design works have commenced on priority sections of Captains Flat Road. A nominated schedule is to be workshopped with Council prior to formal approval being sought from Transport for NSW.		

Project	104073 QBN- The Q Performing Arts - Fire System		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$690,000	\$690,000	\$312,670
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	All internal improvement works have been completed. External tank and pumps to be designed and installed in 2021-22 as well as the replacement fire curtain.		

Annual Report 2020-21

Project	104107 QBN - South Jerrabomberra Northern Entry Road		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$20,500,000	\$17,599,646	\$8,392,208
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	<p>Work on progressing the construction of Environa Drive is continuing. This new road will connect Tomsitt Drive to the South Jerrabomberra Innovation Precinct, Regional Sports Centre, future Jerrabomberra High School and the South Jerrabomberra residential estate. Over the last months Council's contractor has been progressing the installation of a new local watermain through the Jerrabomberra Circle to Jerrabomberra Parkway while the South Jerrabomberra developer has continued the installation of the trunk watermain from Edwin Land Parkway through to the roundabout. These works are nearing completion. Along Environa Drive, installation of underground services such as new watermain, sewer, stormwater, electrical, gas and telecommunications conduits are approximately 80% completed. Installation of new streetlights is halfway completed. Work on placement of road pavement layers has largely been completed with some asphalt along Tomsitt Dr and Environa Dr laid. Work to shift the centre median on Tomsitt Dr to accommodate new right turn lanes has commenced. Work on temporary pavement to switch all traffic into the eastbound lanes to accommodate pavement rebuild on the westbound lanes has commenced. The contractor is continuing the installation of sewer pipes near Bayside Ct properties to connect the new local sewer main to the pumping station on Bayside Court. Some rock was encountered unexpectedly behind Bayside Court which required rock hammering. New shared path installation connecting Coachwood Avenue and the skatepark has been completed. Work on connecting this new path to Bayside Court will occur once sewer work to the pumping station has been completed.</p>		



Annual Report 2020-21

Project	104160 BGD - Gidleigh Lane – Gidleigh Bridge Replacement		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$545,680	\$545,680	\$591,368
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		25 May 2021
Comment	The replacement of the timber bridge on Gidleigh Lane has now been completed. The new concrete bridge is now in service.		



The former Gidleigh Bridge and the upgraded, concrete bridge which was completed in May 2021.

Project	104161 BWD - Mayfield Road – Reedy Creek Bridge Replacement		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,333,940	\$1,333,940	\$676,619
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Survey works have been completed. Consultants have completed the final design for the bridge replacement and an order for the bridge componentry has been placed. Construction is scheduled to commence in September/October 2021.		

Project	104169 BGD - Mulloon RFS Station – Design and Construction		
Status	Not Yet Started	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$700,000	\$700,000	\$285
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	December 2022	
Comment	Construction for this project has not started and is anticipated in March 2022 and to conclude in December 2022.		

Annual Report 2020-21

Project	104212 BGD - Flood Risk Management Plant Implementation		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$765,000	\$1,111,237	\$1,042,537
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	31 August 2021	
Comment	The close out documents haven't been completed yet, as there is one item left, which is the stockyards. These are due to be delivered in August.		

Project	104249 BWD - Blackspot - Araluen rd – Corridor Safety Treatment		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$669,793	\$669,793	\$425,263
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment			

Project	104359 QBN - Shared Path along Lanyon Drive		
Status	Delayed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$300,000	\$300,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment			

Project	104368 QBN - Williamsdale Road Seal		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$607,709	\$607,709	\$20,737
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Survey and designs works are complete. Environmental approvals have been sourced. Liaising with the adjacent landowner to complete the required land acquisition. Construction activities to commence onsite in July/August 2021.		

Project	104370 BWD - Lascelles St Upgrade		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$400,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	Ongoing	30 November 2021	
Comment	The project involves pavement rehabilitation and landscaping works on Lascelles Street, Braidwood between Wallace Street and Ryrie Street. Grant funding has been allocated from the Stronger Communities Fund and the Local Roads and Community Infrastructure Program. Minor design changes are being prepared in response to heritage comments. Confirmation from NSW Office of Local Government of continuing access to the initial grant funding is still pending. Construction is proposed to be completed by November 2021, however that timeframe is dependent on confirmation from NSW Government departments		

Annual Report 2020-21

Project	104458 BGD – Bungendore Office Relocation		
Status	In progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$0	\$5,873,000	\$10,716
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Planning underway, with preferred site selected and negotiations underway. Progression is reliant on finalisation of agreement with Department of Education and funding being provided.		

Project	700031 QBN - Stormwater Improvement Program		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,000,000	\$1,200,000	\$1,243,904
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 Sep 2020	31 May 2021
Comment	Project complete and working well as evidenced in recent rains		

Project	700140 BGD - STP Recycled Water System		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$2,500,000	\$4,626,000	\$947,563
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 December 2021	
Comment	Works underway. Site reservoir poured 30 June 2021. Project expected to be complete around Christmas 2021		

Project	700191 BGD - water treatment plant		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,100,000	\$1,100,000	\$705,760
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Project underway. Subsidiary projects to follow in 2021-22 for individual components		

Project	700193 QBN - Mains		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$750,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	This was the allocation for Wattle St and Ross Road. Both project complete		

Annual Report 2020-21

Project	700226 QBN - Water Connection Jerra Business Park		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$3,565,000	\$3,427,885	\$2,043,764
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	See comment related to project 104107 – South Jerrabomberra Northern Entry Road		

Project	700227 QBN - Sewer Connection Jerra Business Park		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$3,565,000	\$3,427,885	\$1,431,678
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	See comment related to project 104107 – South Jerrabomberra Northern Entry Road		

Project	710025 QPR - Old landfills		
Status	Delayed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,500,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	Ongoing		
Comment	Project held over due to funding limitations and a priority focus on the Bungendore landfill site		

Project	800000 QPR - Fleet Purchases		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,000,000	\$1,000,000	\$1,186,275
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	Ongoing with some items to be delivered after 30 June		

Project	800010 QPR - Plant Purchases		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$2,000,000	\$3,500,000	\$2,011,833
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	Ongoing with some items to be delivered after 30 June		

Annual Report 2020-21

Project	800020 QPR - Fleet Sales		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$0	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	Ongoing with some items to be sold after 30 June		










Project	800025 QPR - Plant Sales		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$0	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		30 Jun 2021
Comment	Ongoing with some items to be sold after 30 June		

Annual Report 2020-21

Key Performance Indicators – Strategic Pillar 4

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 31 - Transport						
P: Bridges O: Bridges and Culverts	Quantity of timber bridges reduced each council term - 4 per term		4	5	Transport and Facilities	Five timber bridges have been replaced in the past three years. Silver Hills Bridge, Gidleigh Bridge and Back Creek Bridge have both been replaced with concrete structures. Council received funding under the Fixing Country Bridges fund to replace a further three bridges - Captains Flat, Wallaces Gap Rd and River Forest Rd.
	% of bridges/culverts inspected annually 30% p.a.		30%	100%	Transport and Facilities	100% of QPRC's bridges and major culverts were level two inspected in the 2020-21 financial year. This will be repeated every four years. Council staff inspect all timber bridges annually during maintenance works.
P: Paths/Cycleways O: Footpath	% of extreme footpath defects fixed < 7 days >90%		90%	100%	Transport and Facilities	All reported extreme footpath defects have been repaired within the seven days.
P: Roads O: Sealed Roads	Resealing sealed roads < 15 year cycle >80%		80%	98%	Transport and Facilities	Council's asset system shows that more than 98% Council's bitumen seals remaining life is greater than two years. All seals are input in the system with a proposed 20 year life. KPI 80% <15 years is achieved.
P: Roads O: Street Sweeping	Annual street sweeper program developed and implemented -% kms swept vs kms proposed in annual program		100%	100%	Transport and Facilities	The street sweeping program is meeting its goals. The city and town streets are generally looking ok.
P: Roads O: Unsealed Roads	Annual target for grading roads - 749.6km		749	729	Transport and Facilities	A total of 729km of maintenance grading has been undertaken in the 2020-21 FY.
Service 32 – Water						
P: Water Infrastructure O: Water Mains	Service requests per 1000 customers p.a. <15		15	5	Utilities	106 requests were lodged during the financial year.
P: Water Infrastructure O: Water Mains	Failures per KM mains pa < 1		1	0	Utilities	106 requests were lodged during the financial year.

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Water Infrastructure O: Water Mains	Mains breaks responded < 2 hours - > 75%		75%	98%	Utilities	
P: Water Operations O: Water Meter Reading	Water revenue accounts issued on time		100%	100%	Utilities	
P: Water Operations O: Water Treatment	Compliance with ADWG standards and adopted DWQMP >99%		99%	100%	Utilities	
Service 33 – Sewer						
P: Sewer Infrastructure O: Sewer Collection Network	Sewer chokes responded <2 hours - > 75%		75%	95%	Utilities	
P: Sewer Infrastructure O: Sewer Collection Network	Network failure per km main p.a. <1		1	1	Utilities	
P: Sewer Operations O: Other Sewerage Treatment Plants	Effluent meets Environmental Authorisation license limits >90%		90%	95%	Utilities	
	Performance report published as per required timeframe annually		100%	100%	Utilities	
P: Sewer Operations O: Sewerage Treatment Plant	Effluent meets Environmental Authorisation license limits >90%		90%	85%	Utilities	Plant overloaded. Tertiary ponds now being run at lower levels to deal with seepage issues
Service 34 - Waste						
P: Waste Operations O: Domestic Waste Collection Service	Number of missed service complaints p.a. - <= 12 per 1000services p.a.		12	8	Utilities	
P: Waste Operations O: Recycling Collection Service	Number of missed service complaints p.a. - <= 12 per 1000services p.a.		12	1	Utilities	

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 35 - Facilities						
P: Buildings O: Building Maintenance	Compliance with Council's Five Year Building Maintenance Program >90%	●	90%	90%	Transport and Facilities	Council's building maintenance program is generally performing well. High priority projects are being completed.
Service 36 - Logistics						
P: Asset Planning	Infrastructure Asset Registers are up to date and data validated - Undertake data audit - 1 asset class per year	●	1	1	Assets	Full revaluation undertaken and reconciled against 19/20 Audited records
O: Asset Database Management	Assets renewed, created or rehabilitated as part of a capital works project - All capex projects correctly capitalised for FY	●	100%	95%	Assets	
P: Projects/contracts	Delivery in accordance with capex program >90%	●	90%	95%	Contracts and Projects	All Projects adopted by Council without budget review have been deliver
O: Contract Management	Variations and delays to contract < 5%	●	5%	1%	Contracts and Projects	The majority of Council Projects are delivered within the allocated budgets.
	Procurement in accord with policy and tender legislation	●	100%	100%	Contracts and Projects	All procurement inline with QPRC policy

Staff work on a broken water main in Queanbeyan.



STRATEGIC
PILLAR

5

CAPABILITY

A WELL GOVERNED QUEANBEYAN-PALERANG

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










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

Annual Report 2020-21













Key performance indicators – Strategic Pillar 5

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 41. People						
P: Human Resource Management and Organisation Development O: Attraction	Candidates suitable for shortlisting		10%	12%	Workplace and Governance	12% of candidates suitable and shortlisted
	Students participating in work experience per annum equivalent to 1% of QPRC overall FTE count		100%	100%	Workplace and Governance	Impacted by Covid-19, however four work experience placements undertaken in 20-21. 1 x engineer, 1 x Duke of Edinburgh, 2 x Community Development
	Job information promoted during Local Government Week		100%	100%	Workplace and Governance	Promotion conducted online only for August 2020 LG Week due to Covid-19. Aiming to hold a number of small events in August 2021, Covid pending.
P: Human Resource Management and Organisation Development O: Development	Successful completion of formal coursework within the prescribed timelines by Trainees and Cadets		90%	100%	Workplace and Governance	All trainees and cadets progressing well through their coursework
	Staff attendance at training identified in the annual training plan		90%	90%	Workplace and Governance	Still some people not attending at last moment.
	Compliance in obtaining and retaining required qualifications and tickets		100%	97%	Workplace and Governance	Availability of facilitators hampered due to COVID-19. Have scheduled 'catch up' accredited training early 2021-22 financial year
	Number of trainees/cadets as total of organisation FTE		10% by 2025	5%	Workplace and Governance	21 positions are cadets or trainees = 5% of FTE. QPRC Workforce Management Strategy aims to achieve 10% over the next four years
P: Human Resource Management and Organisation Development O: Engagement	Decrease employee unplanned absences per annum		5%	-6%	Workplace and Governance	Year on year - 6% reduction of unplanned leave taken by employees. This includes the following leave types: bereavement leave, carers/family leave, COVID-19 special leave, family and domestic violence leave, leave without pay (approved and unauthorised), sick leave (certified and uncertified), special leave (paid) and WorkCover. Recommended in future reporting that leave without pay - unauthorised is excluded from data.










Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Culture survey conducted every two years		100%	100%	Workplace and Governance	Conducted in March 2021
	Increase in constructive employee behaviours each cultural survey		20%	15%	Workplace and Governance	Slight increase in all constructive behaviours between 2018 and 2021 surveys. Cohort or concern is QPRC's Team Leaders. Report to Executive in June 2021 considers some strategies to address this matter.
	Workplace Consultative Committee meetings per annum		10%	10%	Workplace and Governance	10 meetings held
	Industrial matters resolved without IRC intervention		95%	100%	Workplace and Governance	Nil matters needing Industrial Relations Commission intervention during the year.
P: Human Resource Management and Organisation Development O: On boarding	New employees completed Council's induction program		100%	87%	Workplace and Governance	Induction program is run quarterly. All new starters were invited to most suitable session, but 13% did not attend on the day. Have been rescheduled for next program.
	New starters successfully complete their probationary period		90%	71%	Workplace and Governance	New process implemented mid year - increased completion achieved over final six month of financial year. Probation process will become fully electronic during 2021-22, further enhancing completion rate.
	New starters sign off on their delegations		100%	80%	Workplace and Governance	Major rework of process associated with delegations. A number of hurdles to clear to ensure process is consistent and followed through onboarding process. Progressing with new delegations database and use of DocuSign has enhanced sign off process.
	Orientation of position, team and organisation undertaken in the first three months		100%	97%	Workplace and Governance	Orientation occurring, checklist document not being 100% returned.
P: Human Resource Management and Organisation Development O: Recruitment	Position Descriptions and employment material are reviewed and accurate before advertising the position commences		100%	100%	Workplace and Governance	All position descriptions are reviewed on vacancy by the responsible Service Manager or Program Coordinator.






Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Cost of hire to vacant position is within 10% of the annual salary for the position		90%	90%	Workplace and Governance	Total process average = 21% of salary. Average for Workplace and Governance part of the process = 5.9% of salary. 90% of vacancies less than 10% of salary for Workplace and Governance part of process.
	Turnover in first six months of employment (quality of hire)		10%	9%	Workplace and Governance	Five of 54 permanent staff separations had less than six months service
P: Human Resource Management and Organisation Development O: Retention	Staff turnover rate per annum		10%	12.7%	Workplace and Governance	
	Staff separation rate at years one to two of employment		10%	11%	Workplace and Governance	Six out of 54 permanent separations were between 1 to 2 years of service.
	Delivery of the QPRC annual 'Years of Service' ceremony		100%	100%	Workplace and Governance	2020 delivered and 2021 planned
P: Human Resource Management and Organisation Development O: Separation	Separating staff participate in an exit interview		90%	90%	Workplace and Governance	
	Accurate completion of employee exit forms		100%	100%	Workplace and Governance	
	Critical positions are identified and have succession plans		100%	34%	Workplace and Governance	34% of staff have their flight risk and potential recorded in CiAnywhere.
P: Payroll Management O: Salary System	Accurate completion of payroll processing (accurate individual payments vs advance individual payments)		99%	100%	Workplace and Governance	
	Accurate completion of separation payments		100%	100%	Workplace and Governance	
	Accurate interpretation, implementation and update of award and legislative requirements		100%	100%	Workplace and Governance	
P: Workplace Health and Safety	Claims lodged within 48 hours		90%	74%	Workplace and Governance	Of the 15 claims lodged, 11 were lodged within the timeframe





Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
(WHS) and Wellbeing O: Incident and Claims Management	All lost time injuries are managed in accordance with Council processes and procedures 100%		100%	100%	Workplace and Governance	All completed per requirements to date
	Workers Compensation Insurance maintained or reduced annually		100%	100%	Workplace and Governance	Achieved - FY19-20 premium was \$1,159,251.90. FY20-21 premium is \$987,444.29. This is a 14.8% reduction.
P: Workplace Health and Safety (WHS) and Wellbeing O: Wellbeing	The number of overall employees engaged in wellbeing initiatives		50%	75%	Workplace and Governance	Wellbeing sessions at Bungendore and Queanbeyan Depots, three Zoom sessions
	Successful delivery of the annual Safety Day		100%	0%	Workplace and Governance	Safety Day for 2020-21 did not proceed due to Covid-19. Plans in place for Safety Day to be held in 2021.
	Active participation, through attendance at wellbeing initiatives, by the nominated Peer Support ambassadors		75%	0%	Workplace and Governance	Due to Covid no activities organised
	Peer Support meetings per annum		4	1	Workplace and Governance	Meeting held April 2021 next meeting July. Call for nominations Feb for two-year period 2021 -2023, Welcomed three new members, farewelled two members and five returning members. Giving a total of eight members.
P: Workplace Health and Safety (WHS) and Wellbeing O: WHandS	The average number of employees tested annually as part of the QPRC random drug and alcohol program		20%	21%	Workplace and Governance	Target: 92, Tested: 94
	WHS Committee meetings per annum		4	4	Workplace and Governance	Four meetings held during financial year.
	HSEQ Accreditation maintained		100%	100%	Workplace and Governance	HSEQ audit undertaken in May 2020. QPRC will be recommended for re-certification. During audit, two minor non-conformances were identified and six observations. All will be resolved within required timeframe.









Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Health monitoring undertaken and maintained as per legislative requirements		100%	100%	Workplace and Governance	All employees to date have undergone health monitoring as per policy
	Mock evacuations undertaken in accordance with legislative requirements		100%	0%	Workplace and Governance	Council cancelled the contract with the contractor engaged to undertake evacuation drills. New contractor did not commence until early in 2021 due to Covid restrictions. Evacuations scheduled across 26 council sites for end-July 2021
Service 42 Digital						
P: Applications O: Applications	Availability to users p.a.		99%	100%	Digital	There have been no significant issues during the reporting period, although we still receive occasional reports from some staff re suboptimal responsiveness of applications. This is highly intermittent and across all applications, and we are yet to find the root cause. When this happens, we request staff to use Citrix as this seems to eliminate the issue.
P: Network O: Network	Network availability to users		99%	100%	Digital	The first half of 2020-21 saw major wide area network upgrades and cybersecurity hardware. During these changes, a couple of minor network outages had occurred. During the second half of the year, There were no unplanned outages except for a few minor local site outages due to electrical works, etc. However, these outages were scheduled out of business hours and managed with close stakeholder engagement.
P: Network O: Telecoms	Availability to users p.a.		99%	100%	Digital	The first half of the financial year saw significant upgrades to the telephony links at all three main sites. The Digital team worked with Telstra and scheduled most outages out of hours to upgrade Council's VoIP telephony links to Telstra Connect IP network with minimal business hours impact. There was a brief unplanned outage in July








Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
						<p>2020 due to a bug in the new hardware from our cybersecurity vendor and a five minute scheduled outage during business hours in September and October.</p> <p>The second half of the year saw no telephony outages to Council's Mitel VoIP telephony. Also, a significant change saw all customer service officers moving to the cloud-based Genesys contact centre to manage inbound calls to Council and improve customer experience efficiently. The 0.1% percent deviation from 100% up-time reflects that there have been occasional call dropouts within the new Genesys system and are currently under investigation by vendor support.</p>
<p>P: Systems</p> <p>O: Systems</p>	ERP integration failures		1%	0%	Digital	<p>No changes were made within the production database for the reporting period, and no systems failures to report. We are continuously testing the disaster recovery method using our test environments. This has had a slight impact on the availability of the test environments. They could go down for the day while we test the failover/failback procedures.</p>
Service 43 Financial						
<p>P: Financial Accounting</p> <p>O: Management Accounting</p>	<p>Quarterly Budget revisions reported within required statutory timeframes.</p> <p>Grants are acquitted within required timeframes.</p>		100%	100%	Finance CFO	
			100%	100%	Finance CFO	
<p>P: Revenue</p> <p>O: Revenue Accounting</p>	Rates, Annual charges, interest and extra charges outstanding percentage is under Local Government Benchmark		10%	9%	Finance CFO	<p>Estimated prior to finalisation of financial statements.</p>





Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Rates and Water billing notices issued in accordance with statutory requirements		100%	100%	Finance CFO	
	Revenue Policy developed within required statutory timeframes		100%	100%	Finance CFO	
Service 45 Risk						
P: Business Continuity	Business Continuity Plan updated following test		100%	0%	Workplace and Governance	The 2020-21 Business Continuity Test was undertaken on 24 June 2021. The Business Continuity Plan will be updated during 2021-22 following this test.
O: Business Continuity Plan	Annual Test and Review completed		100%	100%	Workplace and Governance	Business Continuity Test undertaken on 24 June 2021 with key leadership representatives in attendance.
	Conducted annually		100%	100%	Workplace and Governance	Plans are maintained and updated as required. Wholesale review will be undertaken following 24 June test.
P: Insurances	Insurances reviewed, valued and renewed by due date		100%	100%	Workplace and Governance	
O: Review of Council's insurances						
P: Risk	Premium rebate as % of value from Statewide following audit		5%	0%	Workplace and Governance	There hasn't been a rebate issued since 2017.
O: Risk Management	Audit of one risk system (annually in conjunction with Statewide Mutual) - a		1	4	Workplace and Governance	<p>As part of the 2020-21 Continuous Improvement Pathway program, Statewide Mutual retained a self-assessment audit to facilitate the capture of benchmarking information.</p> <p>The current program looks at how Council has integrated the operational management of key risk exposure area against the integrated planning and reporting requirements and best practice principles.</p> <p>The 2020-21 CIP topics were:</p> <ul style="list-style-type: none"> • Building Assets • Event Management • Footpaths • Motor Vehicles







Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Risk O: Risk Register	Risk Register updated regularly - Twice p.a.		100%	100%	Workplace and Governance	Risk registers reviewed with PGMs as part of Internal Audit Plan review November 2020. Strategic risks reviewed 3 May 2021. Risk register reviews also form part of performance reporting for individual areas as of 2021.
Service 46 Property						
P: Property Management O: Property management	Leases and licenses register kept up to date		100%	100%	Workplace and Governance	Register now fully up to date and information held within Tech1 system.
Service 51 Strategy						
P: Communications O: External Communications	Increase in subscriptions to weekly e-newsletter - 10% increase p.a.		10%	-1%	Customer and Communications	The total number of subscriptions on 1 July 2020 was 2,105. This decreased by 20 to 2,085 on 30 June 2021. This represents a 1% decrease.
P: Communications O: Internal Communications	Increase in staff satisfaction with internal communications - Annual internal communications survey		100%	0%	Customer and Communications	An internal communications survey was not conducted in 2020-21. Anecdotal reports show satisfaction with internal staff and councillor newsletters. Numerous positive comments have been received about a revamp of the design and content of the Quangerang Express staff newsletter. A formal internal communications survey is planned to be conducted in September 2021.
P: Communications O: Media Liaison	Media enquiries responded to by requested deadline		100%	100%	Customer and Communications	In a small number of cases, journalists were advised that the deadline was unrealistic and the deadline was renegotiated.
P: Communications O: Social Media	Growth in corporate social media accounts - 20% per annum		20%	19%	Customer and Communications	The total number of Facebook and Twitter followers at 1 July 2020 was 13,766. This has increased by 2,624 to 16,390 at 30 June 2021, representing a total growth rate of 19%. Instagram followers were not reported in previous years, but was 1762 at 30 June 2021. Twitter followers was 2,493 and Facebook was 13,897.
P: Communications	Increase in number of unique hits on website 10%p.a.		10%	10%	Customer and Communications	In the 2019-20 financial year, there were 810,869 unique hits on the QPRC website. In the 2020-21

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
O: Website and Intranet						financial year, there were 891,440 hits. This is an increase of 10%.
	Increase in usage of online services 10%p.a.		10%	0%	Customer and Communications	No monitoring via analytics was available from 1 July-19 August and 13-23 March due to upgrades to One Council and technical issues. Total unique views during 2020-21 were 160,026. In the previous 2019-20 financial year, monitoring was only available from 24 November 2019 - 13 February 2020 and unique views were 33,567. For 2020-21, we received 2,376 online requests, 12,418 online payments, and 7,629 certificate requests. The NSW Planning Portal is in place from 1 July 2021 and will replace the following services processed through eServices this year: Construction Certificates - 634, Complying Development Certificates - 1,876, Subdivision Certificates - 37, Occupation Certificates - 537.
P: Integrated Planning and Reporting O: Community Survey	Satisfaction with Council is improving >75%		75%	70%	Customer and Communications	Council's overall satisfaction remained steady at 3.5 out of 5 in the survey that was conducted in March 2020. The rating of 3.5 equates to 70% and was above nine other similar-sized councils. The next survey is not scheduled until 2022, however funding for 2022 survey was removed from 2021-22 Operational Plan.
P: Integrated Planning and Reporting O: Integrated Plans (CSP, DP, OP) and Resourcing Strategy	Plans prepared and reviewed within required statutory timeframes and engagement strategy		100%	100%	Customer and Communications	The 2019-20 Annual Report was presented to Council in November 2020. Operational Plan 2021-22 adopted by Council on 30 June 2021.
Service 52 Executive						
P: CBRJO O: Other Regional Participation	Delivery of annual cross border workplan >80%		80%	0%	Workplace and Governance	The ACT/QPRC cross border workplan has not been updated. COVID recovery took priority for both jurisdictions. A new

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
						<p>MoU has been drafted and discussed with the Chief Minister in June 2021. QPRC has identified the following potential priority areas for collaboration:</p> <ul style="list-style-type: none"> • Cross border connectivity of transport including rail and freight. • Promoting the visitor economy of the Canberra-QPRC metropolitan area. • Collaborating on matters of regional employment and skills. • Collaborating on new opportunities to address climate change and sustainability <p>The refreshed MoU will be reported to Council for endorsement.</p>
<p>P: Complaints/ Privacy Management</p> <p>O: Code of Conduct</p>	Code of Conduct complaints managed and processed in line with Councils Code of Conduct and Code of Conduct Guidelines		100%	100%	Workplace and Governance	One complaint ran overtime at the request of the reviewer, however, this was outside the control of QPRC.
	Code of Conduct complaints reported as required by Office of Local Government		100%	100%	Workplace and Governance	Completed and submitted by 30 November 2020
	Annual report produced within required timeframe		100%	100%	Workplace and Governance	The 2019-20 Annual Report was presented to Council in November 2020 and uploaded to the website.
<p>P: Councillors</p> <p>O: Councillor Induction and Training</p>	Training Program developed and delivered for each councillor		100%	100%	Workplace and Governance	Training offered and provided as requested.
<p>P: Councillors</p> <p>O: Disclosure of Interests</p>	Designated persons required to complete returns and register reported to Council within statutory timeframe		100%	100%	Workplace and Governance	Completed and submitted to September 2020 Council meeting. Staff completing declarations during July 2021 for 2021-22 financial year.
<p>P: Governance</p> <p>O: Policy</p>	Policies reviewed by their required date		100%	75%	Workplace and Governance	Assessment of former councils' policies to be presented to Council in July 2021. Review dates for adopted QPRC policies

Annual Report 2020-21

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
						have been set and are monitored.
P: Legal O: Delegations	Delegations Register kept up to date	●	100%	10%	Organisation Capability	Major rework of process associated with delegations. Large percentage of delegations have been updated, but awaiting Service Manager signoff before process can be completed. Also focusing on improving the onboarding process re delegations.
P: Meetings O: Agendas/ Minutes	Agendas publicly available Friday prior to Council meeting	●	100%	100%	Workplace and Governance	All business papers and agendas are made available on Council's website by the Friday afternoon before meetings.
	Resolutions actioned before next meeting >90%	●	90%	90%	Workplace and Governance	
P: Public information O: Government Information Public Access Management	Applications processed within statutory timeframe of 20 working days	●	100%	75%	Workplace and Governance	Internal process has been refined. Two applications were completed outside of the deadline.
	Eligible entries placed into the Disclosure log on Council's website	●	100%	0%	Workplace and Governance	Log is provided on website. Last input was 2016. Requires full review and process development and will be implemented for 2021-22.
	Completion of Annual GIPAA Report	●	100%	100%	Workplace and Governance	Annual GIPAA report was completed and included in the 2019-20 Annual Report. Report for 2020-21 will be finalised by August 2021 and included in 2020-21 Annual Report.
P: Public information O: Public Interest Disclosures	Complaints processed within prescribed timeframe	●	100%	100%	Workplace and Governance	No complaints received
	Six monthly report completed within required timeframe	●	100%	100%	Workplace and Governance	Reports provided as required. Next report due on 31 July 2021.

Statutory Disclosures

In accordance with the *Local Government Act NSW 1993* and various other pieces of legislation, NSW councils are required to include specific information in their Annual Reports. Alongside these legislative requirements, Council has also included annual reporting requirements in a number of adopted policies.

Special rate variation

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

The Special Rate Variation was introduced to fund the CityCARE program of works, including the maintenance and renewal of roads, footpaths and parks and sportsfields in the former Queanbeyan City Council local government area. The projects funded by this Special Rate Variation in 2020-21 were identified in Council's Operational Plan and are listed below:

Special Rate Variation - Former Queanbeyan City Council	2020-21 Budget \$,000
QBN – Blackall Park shelter	44
QBN – Hope Marland Park Playground	297
QBN – Taylor Park irrigation	132
Footpath grinding	17
Footpath replacement	270
Furlong Road – reseal	25
Glebe Ave – reseal	10
Hellmund St – reseal	25
Hinksman St – reseal	52
Nimmitabel Place – reseal	32
Old Cooma Rd – reseal	53
Old Sydney Rd - reseal	20
Paterson Parade – reseal	36
Stephens Rd – stabilisation	164
Total	1,177

Council is required to report to the community on the expenditure of the Special Rate Variation until 2020-21.

Annual Report 2020-21

Rates and charges written off

Rates and charges written off	Amount \$,000
Rates relief	4
Rates and charges (pension concessions)	914
Special Rate Variation pension concessions (Council-funded) Queanbeyan only	66
Water undetectable leak write offs	35
Small balance/interest write offs	0.7
Total	1,019.7

Contracts awarded

Council awarded the following contracts valued at more than \$150,000 during the 2020-21 financial year:

Contract number	Nature of contract	Name of Contractor	Contract amount
2020-26	Hoover Road Stormwater Realignment	Guideline ACT Pty Ltd	\$1,058,249.09
2020-29	Civil works contract Regional Sports Complex	Huon Contractors Pty Ltd	\$17,250,484.50
2020-31	QCCP Head Contractor - Design finalisation and construction	ADCO	\$62,922,380.91
2020-34	Stage Lighting and Drapes	HME Services Pty Ltd	\$179,122.12
2020-37	Design And Construction Bulk Earthworks Bungendore Sports Hub	TRN Group	\$629,695.64
2020-40	South Jerrabomberra Stage 1A Electrical Supply Child project	ECOWISE Services	\$1,985,003.03
2020-43	Lyons Bridge Installation (InQuik System)	HD Civil	\$172,614.49
2020-44	Supply and Installation of Sports ground Floodlighting at Bungendore Sports Hub	Gasniers Electrical	\$456,335.00
2020-54	61 and 62 Equipment Supply and Delivery for QSTP Upgrade	Hydroflux EPCO Pty Ltd	\$2,366,950.35
2020-55	Grit Removal Equipment for QSTP Upgrade	VOR Environment	\$318,495.45
2020-56	Equip Supply and Delivery for QSTPU	Xylem Water Solutions Australia	\$3,474,741.14
2020-57	UV Disinfection Equipment for Queanbeyan STP upgrade	Xylem Water Solutions Australia	\$3,474,741.14
2021-10	Captains Flat Dam Load Testing of Post Tensioned Anchors	FORTEC Australia	\$182,894.55
2021-11	Construction of New Retaining Wall at Turallo Reservoir Site	EARTHTECH Pty Ltd	\$228,664.45
2021-12	Design and Construction of effluent recycling plant at Bungendore STP	Gongues Constructions Pty Ltd	\$3,826,500.00
2021-33	Program Fee for Applied Organisational Colloquium	Workplace Training and Advisory Aust. Pty Ltd (T/A Australian School Of Applied Management	\$228,000.00

Annual Report 2020-21

Legal Proceedings

Council is required to report on costs that relate to legal proceedings taken by Council or are initiated against Council. Additionally, a precis status of each legal proceeding and the result is required.

In the financial year ending 30 June 2021, Council expended a total of \$364,000 on legal proceedings of which \$284,000 related to planning matters and \$80,000 related to the acquisition of land. Expenses related to civil proceedings were deferred to our insurer and are not considered under this figure.

It is noted that the ongoing impact of Covid throughout the previous financial year meant many different areas of Council legal proceedings were either halted or delayed. Council is expecting a change in the number of proceedings in the 2021-22 financial year.

Details are set out below:

Case Reference	Description of Matter	Outcome (Status)	Expenses	Costs Awarded
BAL 211284	QPRC v Australia Forestry Holdings - Sandhills Road Creek pollution – local court litigation.	This matter is ongoing.	\$9,898.30	Matter ongoing
BAL 210834	Importation of fill - Class 5 Prosecution (Land and Environment Court).	Preparing for commencement or proceedings. This matter is ongoing.	\$14,042.40	matter ongoing
BAL 210670	Class 1 (Land and Environment Court).	Matter is complete – resolved by s.34 agreement.	\$12,205.40	Class 1 proceedings: no costs awarded
BAL 210561	Acquisition Class 3 (Land and Environment Court) .	This matter is ongoing. Preparing agronomy report and awaiting hydrology report.	\$47,732.40	Matter ongoing
BAL 210530	R.I.G Consulting – Court of Appeal.	Matter complete. Council successful in proceedings. Agreement reached as to costs and Council has been paid.	\$19,162.90	Costs awarded to Council and paid.
BAL 201172	Land Acquisition.	Matter complete.	\$53,915.10	Not litigation - acquisition file.
BAL 151431	Class 4 - (Land and Environment Court) -Junkyard– Enforcement.	This matter is ongoing. Council has obtained Court orders against subject (by consent). Council has filed a motion for contempt. Matter listed for mention in December.	\$36,717.70	Cost order in Council's favour. Not yet recovered.
BAL 191359	Class 1 Appeal - (Land and Environment Court) - Shooting Range development application .	This matter is ongoing. Awaiting judgment.	\$107,275.70	Class 1 proceedings: no costs awarded (except for costs thrown away by amendments to the application; letter with offer to resolve costs thrown away currently with Council for instructions)
BAL 172150	Class 4 - enforcement action	Council obtained Court orders against subject. This matter is ongoing. Awaiting further instructions re enforcement.	\$43,750.80	Cost order made in Council's favour. Not yet recovered.
BAL 191699	Enforcement of Costs.	This matter is ongoing. BAL pursuing bankruptcy.	\$2,980.30	Cost orders made in Council's favour - these proceedings brought to recover the amounts owing. Not yet recovered.

Annual Report 2020-21

Case Reference	Description of Matter	Outcome (Status)	Expenses	Costs Awarded
BAL 191061	Class 4 Enforcement proceedings (Land and Environment Court.	Council obtained Court orders against subject (consent orders). This matter is ongoing. Awaiting further instructions re enforcement.	\$8,527.40	Cost order in Council's favour. Not yet recovered.
BAL 192198	Class 1 (Land and Environment Court) Appeal	This matter is complete.	\$4,432.00	Class 1 proceedings: no costs awarded
BAL 201006	Class 1 (Land and Environment Court).Appeal – Subdivision of Community Title Land, Royalla.	Council successful in proceedings. This matter is complete.	\$34,325.10	Class 1 proceedings: no costs awarded
BAL 202009	Class 1 (Land and Environment Court) Appeal.	Council successful, appeal dismissed. This matter is complete and the file has been closed.	\$46,821.10	Class 1 proceedings: no costs awarded
BAL 200918	NCAT discrimination claim.	This matter is complete and the file has been closed.	\$9,729.10	Merit review proceedings: no costs awarded

Annual Report 2020-21

Donations and contributions

In accordance with the Donations Policy and by separate resolution, Council made the following donations and contributions during the 2020-21 financial year.

Donation recipient	Amount (\$)
Braidwood Lions Club Inc	2,000
Bungendore Public School P and C	2,000
City of Queanbeyan Pipes and Drums Band	2,000
High Street Care	2,000
Karabar Housing Cooperative	2,000
Queanbeyan Postnatal Depression Community Advisory Group	697
Queanbeyan Sustainability Group	1,975
Roslyn Maddrel, Elaine Collins, Paris Sylvester – Photographic History Book Braidwood Hospital	2,000
Rotary Club of Canberra Inc.	960
The Shepherd Centre for Deaf Children	2,000
Wamboin Social Club	250
Wildcare Queanbeyan	2,000
ACT Maori Performing Arts Inc	1,591
Anglican School Googong	1,519
Captains Flat Community Association Seniors Group	250
Googong Mainly Music	1,000
Jerrabomberra Combined Probus Club	1,519
Knitters Guild NSW Queanbeyan Group	375
Queanbeyan Landcare Inc.	750
Queanbeyan Quilters Inc.	2,000
QWriters (Queanbeyan Writers)	675
Rotary Club of Jerrabomberra	270
Toastmasters Queanbeyan	750
University of the Third Age, Jerrabomberra – Current Affairs Group	1,120
Upper Murrumbidgee Catchment Network Inc.	540
Wamboin Social Club	750
Way Ahead Mental Health Association	500
YMCA of Queanbeyan	2,000
Cultural Arts Assistance Scheme	
Braidwood Regional Arts Group	1,500
Queanbeyan Junior Brass	1,500
Queanbeyan Art Society	1,500
Heritage Assistance Scheme	
D Brown and J M Taylor	1,600
Kathleen Mills	2,400
Vanessa Barratt	3,000
K E Soltan	2,000
Kemp Reichert	2,084
Australia Day donations	
Queanbeyan Girl Guides	400
City of Queanbeyan pipes and drums	200
Rotary Queanbeyan Branch (MC Brian Lenard)	400
Captains Flat Community Group	200
Lions Club Braidwood	200
Queanbeyan Girl Guides	400
City of Queanbeyan pipes and drums	200
Other donations	
Rates relief	69,552
Schools annual prize giving ceremony-various schools see Council resolution 189-16	1,155
Total Donations and Contribution in 2020-21	123,783
Total Donations and Contribution in 2019-20	108,094

Other donations (values included above)

Public Schools

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

Donations equivalent to ordinary rates

A donation equivalent to the ordinary rates levied for the year to the following organisations and facilities located within the local government area:

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

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

Equal Employment Opportunities (EEO) Management Plan

Council's Equal Employment Opportunity and Diversity (EEOandD) Policy aims to recognise and enhance the capability of the organisation and our employees, through a commitment to:

- a workplace free of unlawful discrimination on the basis of race, gender, marital or domestic status or disability and providing equal opportunity to ensure our workforce is reflective of our staff and the diversity within the community we serve; and,
- supporting diversity to build organisational capability – each employee brings perspectives that can support innovation, efficiency, productivity and service improvement to our community.

Supporting this policy, the EEO and Diversity Plan was implemented and evaluated in line with Council's Delivery Program and includes;

- progress reporting in Council's Annual Report;
- a period (leading up to the development of the 2021-2025 Delivery Program) for research with data capture and development of an interim EEO and Diversity Plan (2020 – 21) to further inform the future plans and actions to be undertaken for the next Delivery Program \;
- ensuring all data gathered is voluntary, confidential and will not identify individual employees or members of the community;
- annual reporting requirements to the Executive; and,
- incorporating the Focus Strategies identified in Council's Workforce Management Plan and actions recommended in the Disability Action and Reconciliation Action Plans.

A Diversity and Inclusion Group has been established with representatives from across the organisation broadly reflecting gender, ethnicity, disability and staff from non-English speaking backgrounds.

Annual Report 2020-21

The EEOandD Policy and Plan for Council will be reviewed with the incoming Council.

EEO Statistical Information

EEO statistical information is voluntarily provided by employees on commencement of their employment and confidentially retained on Council's Human Resource Management Information System.

At the end of the 2020-21 financial year, the percentage of staff members for Council within each EEO target group were as follows:

Group	2019-20	2020-21	Annual Variation
Women	42.3%	41.7%	-0.6%
Culturally Diverse	9%	9.2%	+0.2%
Aboriginal	2.1%	1.3%	-0.8%
Disability	1%	1.9%	+0.9%

Aside from a slight increase of employees living with a disability, there were decreases in employee representation for those identifying as women, from a culturally diverse and Aboriginal and Torres Strait Islander backgrounds. This was due to a higher percentage of voluntary separations from these cohorts during the financial year compared to the previous financial year.

The age demographic for all Council employees is outlined below. There was an increase of staff over 50 years of age (+3.7%) which was due to increased appointments of staff within that age cohort and less voluntary separations (than appointments) due to retirement. The slight increase of staff aged between 20 and 29 years, did not offset the decline of staff employed by Council within other age groups below 50 years of age. This decline has been attributed to younger casual staff leaving due to COVID restrictions and limited casual work within the leisure and hospitality business lines.

Age Group	2019-20	2020-21	Variation
Less than 20 years	5.5%	3.8%	-1.7%
20 to 29 years	15.3%	16.8%	+1.5%
30 to 39 years	15.9%	14.1%	-1.8%
40 to 49 years	20.3%	19.2%	-1.1%
50 to 59 years	29.9%	31.4%	+1.5%
60 to 69 years	12.2%	13.5%	+1.3%
70 years or older	.2 %	1.1%	+0.9%

Annual Report 2020-21

Activities for the implementation of Council's EEO and D Plan

Workforce Strategic Focus	Activities, outcomes, successes for 2020-21												
Building our Capability	<p>Attracted a diverse range of candidates to apply for Council vacancies as follows:</p> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Candidate Identifies as:</th> <th style="text-align: left;">Percentage of Candidates</th> </tr> </thead> <tbody> <tr> <td>Culturally Diverse Background</td> <td>29%</td> </tr> <tr> <td>Aboriginal and Torres Strait Islander</td> <td>4%</td> </tr> <tr> <td>Disability</td> <td>2%</td> </tr> <tr> <td>Women</td> <td>46%</td> </tr> <tr> <td>Non-binary</td> <td>1%</td> </tr> </tbody> </table> <p>Certificate IV in Community Development Aboriginal and Torres Strait Islander Traineeship position created.</p>	Candidate Identifies as:	Percentage of Candidates	Culturally Diverse Background	29%	Aboriginal and Torres Strait Islander	4%	Disability	2%	Women	46%	Non-binary	1%
Candidate Identifies as:	Percentage of Candidates												
Culturally Diverse Background	29%												
Aboriginal and Torres Strait Islander	4%												
Disability	2%												
Women	46%												
Non-binary	1%												
Developing our Capacity	<ul style="list-style-type: none"> • Purchase of Aboriginal and Torres Strait Islander Awareness e-learning module purchased for all staff to complete. • All staff required to complete with EEO and Diversity training in 2020-21. • Mental Health First Aid Training delivered to leaders ensuring a consistent and respectful approach to dealing with workplace mental health issues. • 20% of staff improving their communication, resilience, conflict resolution and negotiation skills by attending training workshops during the year. 												
Maximising Employee Engagement	<ul style="list-style-type: none"> • Diversity and Inclusion Group created to: <ul style="list-style-type: none"> ○ Actively promote and support the principles of inclusion, respect and equity across the workplace. ○ Identify, analyse and report on respect, inclusion and equity gaps, barriers, arising opportunities and/or successes and identify productive strategies in response. ○ Identify and prioritise new initiatives and training to improve inclusion, respect and equity within the workplace. ○ Identify initiatives that could be considered best practice and adapt these for possible introduction into the operation of the organisation, for endorsement by the Executive. ○ Develop and monitor a list of key inclusion, respect and equity measures to be reviewed on an annual basis. ○ Report bi-annually to the QPRC Executive Group on key inclusion, respect and equity issues for staff. ○ Guide a coherent and integrated approach to inclusion, respect and equity across the workplace. ○ Identify risks and recommend mitigation strategies. ○ Provide an avenue for staff to bring related matters and to seek direction and support. • Transition to Retirement Directive and process developed and utilised by employees 												

Annual Report 2020-21

Workforce Strategic Focus	Activities, outcomes, successes for 2020-21
Achieving Organisation Excellence	<ul style="list-style-type: none"> Commenced Organisation Culture Colloquium workshops program for all staff. Participants will be provided the tools, techniques and skills to: <ul style="list-style-type: none"> Promote and develop a unified QPRC; Develop options to resolve cultural challenges; Reflect on QPRC Values based behaviours; and Develop self-awareness for personal behaviour to ensure a constructive, respectful and inclusive workplace. QPRC became a member of the Human Rights Commission's '<i>It Stops With Me!</i>' anti-racism program. QPRC became a member of Diversity Council Australia

Chief Executive Officer remuneration package

The CEO's total remuneration package comprising salary and superannuation, was valued at \$359,001.34 plus a vehicle use allowance.

Senior staff remuneration package

Council employed four senior staff members (excluding the CEO) in Portfolio General Manager roles during 2020-21. The total remuneration package for senior staff was \$1,095,526.12 (including superannuation and payments that were not included in a salary portion of their package).

Mayor and councillor expenses

Item	2019-20 (\$)	2020-21 (\$)
Fee payments		
Mayor	48,233	44,249
Councillors	223,365	204,537
Total payments	271,598	248,786
Expenses and facilities		
Office Equipment	2,909.10	154
Internal Plant charges	16,151.80	16,102
Catering and Civic Function	1,481.82	549
Telephone calls	0	0
Accompanying person	0	0
Conference And Seminars	7,295.46	2,895
Training	460	4,344
Child care expenses	2,665	2,775
Total	30,963	26,819
Delegations and visits		
Interstate	0	0
Overseas	0	0
Total delegation and visits	0	0
Total	302,561	275,605

Annual Report 2020-21

Overseas visits

No Council-related overseas visits were undertaken by QPRC councillors or senior staff during 2020-21.

Attendance of councillors at conferences and seminars:

Crs Overall, Schweikert, Hicks and Biscotti attended the LGNSW Annual Conference in November 2020

Councillor Induction and Professional Development

Councillors were advised of training and professional development courses conducted by LGNSW and other organisations throughout the year.

Training and professional development undertaken:

- Cr Kenrick Winchester – Executive Certificate for Elected Members - Cost - \$3,500
- Cr Kenrick Winchester – Managing Media for Councillors – Cost \$440
- Cr Kenrick Winchester – Tax considerations for councillors - \$220

Councillor attendance at meetings

At the September 2018 Ordinary Council meeting, Council resolved:

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

From March 2020, changes to the Local Government Act allowed councillors to participate in meetings remotely.

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

Stormwater levy

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

During 2020-21, stormwater rehabilitation works were undertaken on the next tranche of identified works. This rehabilitation work has improved the existing stormwater services network. Further condition inspection and rehabilitation works need to continue to improve the stormwater network system improvement. As part of the works, Council engaged contractors to realign the stormwater mains at the former Hoover Road landfill. The value of the contract was \$1.058m.

Stormwater management plans have been developed for Bungendore and Braidwood. Introduction of a Stormwater Levy for Bungendore and Braidwood was delayed one year due to Covid-19.

Swimming pool inspections

Under section 22F (2) of the *Swimming Pools Act 1992*, Council is required to report on its activities regarding swimming pool inspections. During the period 1 July 2020-30 June 2021, Council undertook the following:

Swimming pool inspections	2019-20	2020-21
Inspections of Tourist and visitor accommodation	0	1
Inspections of dwellings with more than 2 dwellings	3	1
number of inspections that resulted in issuance a certificate of compliance under s22D of the Swimming Pools Act	27	63
number of inspections that resulted in issuance a certificate of non-compliance under cl 21 of the Swimming Pools Reg	0	0
Total number of compliance certificate applications	N/A	81

Partnerships, cooperatives and joint ventures

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

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

About Regional Cities NSW

What Regional Cities NSW do:

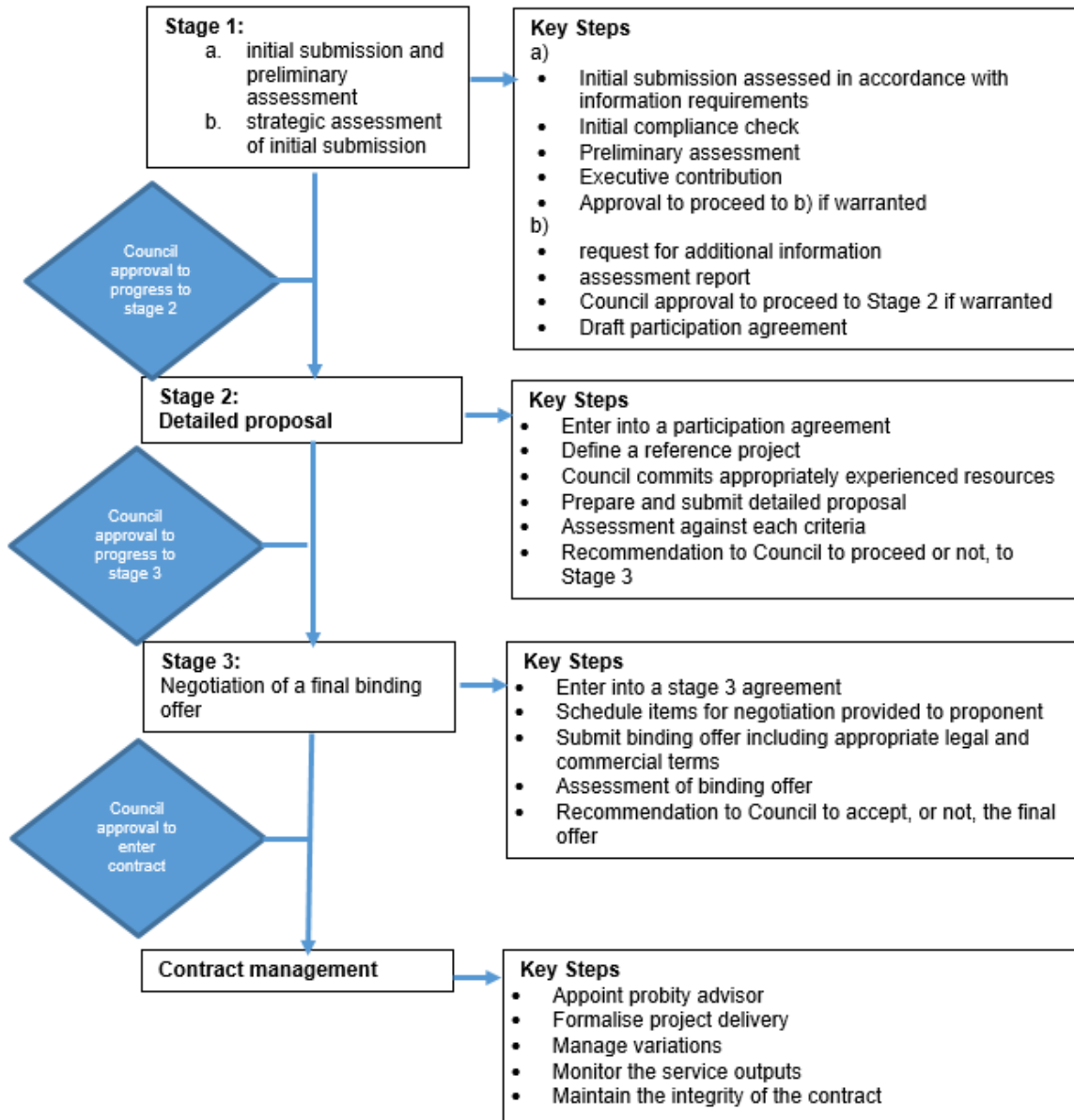
- ADVISE - Provide advice on issues, trends and other developments affecting our members that can inform and assist a Government response.
- PARTNER - Partner with Governments on the development of policy, planning, strategies and investment decisions.
- ADVOCATE - Advocate for appropriate government funding to invest in the services and infrastructure that regional cities need to grow, innovate and thrive.
- INNOVATE - Identify opportunities and impediments for the development of regional cities and develop innovative solutions to manage them.
- COLLABORATE - Bring alignment between state players responsible for regional development, urban policy and population growth.

Regional cities are thriving urban centres that provide a high level of economic activity, amenity and affordability. These cities are strong regional hubs providing a central point to access essential transport, health, business, employment and education and other services. These services and infrastructure are accessed by local residents as well as those in surrounding towns and rural areas - strong regional cities create strong regions. Due to the service hub role that regional cities play, these cities can also provide a liveable and affordable alternative to people and businesses seeking to escape the crushing congestion of Sydney, Australia's largest city. All RCNSW members have scalable infrastructure and services that can accommodate a growing population – meaning all RCNSW members are ready to take a larger share of the state's growing population.

Unsolicited Proposals

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

Key stages in the consideration of unsolicited proposals



Council received one new unsolicited proposal during 2020-21, while one previously submitted proposal remains open.

A new proposal was received from a resident in Burra who was wishing to purchase property owned by Council. The matter was reported to Executive in March 2021 and subsequently reported to Council in July 2021. Council resolved to

223/21 – Resolved

1. Offer for sale the property at 289 Badgery Rd, Burra via private treaty.

2. Authorise the CEO to negotiate the sale based on independent valuation, and execute necessary documents.
3. Advise the requestor of the outcome of this report.

Moran (Queanbeyan) Pty Ltd has presented a concept to Council which is very preliminary and is being considered at the stage 1 level. No further progress was made on this proposal in 2020-21.

Privacy and Personal Information ACT 1998

The *Privacy and Personal Information Protection Act 1998 (PIIP Act)* provides safeguards to an individual's privacy in relation to a wide variety of personal information held by public sector agencies including councils. Council must ensure compliance with the requirements of the Act and adopted its Privacy Policy and Plan based on the Model Privacy Management Plan issued by the Office of Local Government. Council reviewed and adopted its Privacy Policy and Plan on 12 August 2020.

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

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

Council collects personal information for the following purposes:

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

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

No applications were made for information under the Act during 2020-21. Further information on gaining access to this information can be obtained from the Council's Public Officer on 1300 735 025 between 8.30am - 4.30pm weekdays.

Disability Inclusion Action Plan

The QPRC Disability Inclusion Action Plan 2017-21 (DIAP) guides Council in meeting its requirements under the *NSW Disability Inclusion Act 2014*. The DIAP is overseen by an Access Committee comprising of representatives from across the region, including a councillor representative and staff.

Annual progress in achieving the outcomes of the implementation plan for 2020-21 to address the four focus areas include the following:

1. Developing positive community attitudes and behaviours

Consultation has continued with target groups and the general community to raise awareness and understanding of the needs of people with disabilities and to encourage inclusive practices when designing and delivering services and programs. Participation in Seniors Week activities and Library programs had wide reaching impact.

2. Creating liveable communities

QPRC is a member of Zero Barriers Project, which is a statewide initiative aimed at educating and engaging local businesses in the region to eliminate barriers for people with a disability.

Zero Barriers works to:

- **Educate** businesses and services about accessibility and inclusion barriers encountered by people with disability
- **Support** businesses and services to become more disability friendly
- **Recognise and promote** businesses and services that are committed to eliminating barriers for people with disability

3. Supporting access to meaningful employment

Council employment application packs included inclusive statements encouraging applications from individuals with diverse backgrounds or those with disability.

4. Improving access to mainstream services through better systems and processes

QPRC Access Committee met five times during 2020-21 to discuss a range of issues impacting on people with disabilities in the QPRC.

Action items included

- Implementation of the Zero Barriers Project in QPRC region
- Instigation of an Access Audit of Monaro Street in Queanbeyan
- Inclusion of anyone with accessibility issues or disabilities in the QPRC Library's Click and Deliver programs including those living in regional areas

Annual Report 2020-21

Public Interest Disclosures Act 1994

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

Council reviewed and adopted its Public Interest Disclosures Policy on 24 July 2019. The CEO has taken action to promote staff awareness of Council's obligations including:

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

Public Interest Disclosures Act 1994			
	Made by Public Officials performing their day to day functions	Under a statutory or legal obligation	All other PIDSA
No of public officials who made public interest disclosures to your public authority	0	0	0
No of public interest disclosure received by your public authority	0	0	0
No of public interest disclosures that have been finalised in this reporting period	0	0	0
No of public interest disclosures received, how many were primarily about:	0	0	0
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period.	0		
Have you established an internal reporting policy?	Yes		
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes		
If so, please select how staff have been made aware:			
– Policy briefing from senior managers			
– staff undertaking that they have read and understood your organisation's internal reporting policy			
– training provided to new staff during induction			
– links to Council's intranet site			
– messages in staff newsletters			
– messages in circulars			

External bodies exercising Council functions

The following external bodies have been delegated functions by Council for 2020-21:

- Araluen Area Committee
- Braidwood Gymnasium Committee
- Braidwood National Theatre Community Centre Committee
- Braidwood Recreation Ground Committee
- Braidwood Showground Reserve Trust
- Bungendore School Hall Management Committee
- Bungendore School of Arts Management Committee
- Bungendore War Memorial Committee

Annual Report 2020-21

- Burra/Cargill Park Management Committee
- Canning Close Reserve Management Committee
- Captains Flat Area Committee
- Carwoola/Stoney Creek Area Management Committee
- Fernleigh Park Management Committee
- Greenways Management Committee
- Hoskinstown Community Hall Committee
- Les Reardon Reserve Facility Management Committee
- Mick Sherd Oval Canteen Facility Committee
- Nerriga Sports Ground Reserve Committee
- Royalla Common Committee
- Wamboin Community Hall Management Committee
- Araluen/Majors Creek Locality Committee
- Braidwood/Mongarlowe Locality Committee
- Bungendore Locality Committee
- Burra/Urila/Royalla/Fernleigh Park Locality Committee
- Captains Flat/Hoskinstown/Carwoola Locality Committee
- Wamboin/Bywong Locality Committee

Controlling interests in companies

Council does not have a controlling interest in any companies.

Annual Report 2020-21

Government Information (Public Access) Act 2009 - statistical report

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

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

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

Total number of applications received
9

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

Number of Applications Refused	Wholly	Partly	Total
	0	2	2
% of Total	0%	100%	

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/ Deny whether info is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	1	0	1	2	22%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	3	1	0	0	0	1	0	0	4	45%
Members of the public (other)	2	1	0	0	0	0	0	0	3	33%
Total	5	2	0	0	0	1	0	1	9	
% of Total	58%	22%	0%	0%	0%	11%	0%	11%	0%	100%

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

Annual Report 2020-21

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether info is held	Application Withdrawn	Total	% of Total
Personal information applications*	3	1	0	0	0	1	0	1	6	67%
Access applications (other than personal information applications)	1	1	0	0	0	0	0	0	2	22%
Access applications that are partly personal information applications and partly other	1	0	0	0	0	0	0	0	1	11%
Total	5	2	0	0	0	1	0	1	9	
% of Total	56%	22%	0%	0%	0%	11%	0%	11%		100%

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

Table C: Invalid applications

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

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

	Number of times consideration used*	% of Total
Overriding secrecy laws	0	0%
Cabinet information	0	0%
Executive Council information	0	0%
Contempt	0	0%
Legal professional privilege	2	100%
Excluded information	0	0%
Documents affecting law enforcement and public safety	0	0%
Transport safety	0	0%
Adoption	0	0%
Care and protection of children	0	0%
Ministerial code of conduct	0	0%
Aboriginal and environmental heritage	0	0%
Total	2	100%

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

Annual Report 2020-21

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

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

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	5	100%
Business interests of agencies and other persons	0	0%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
Total	5	100%

Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	6	86%
Decided after 35 days (by agreement with applicant)	1	14%
Not decided within time (deemed refusal)	0	0%
Total	7	100%

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	0	1	100%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
Total	1	0	1	100%
% of Total	100%	0%	100%	

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

Annual Report 2020-21

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

	Number of applications for review	% of Total
Applications by access applicants	1	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	1	

Table I: Applications transferred to other agencies.

	Number of applications transferred	% of Total
Agency-Initiated Transfers	1	100%
Applicant - Initiated Transfers	0	0%
Total	1	

Risk Management

QPRC recognises that managing organisational risk is integral to good business practice. The organisation is committed to increasing its level of risk management maturity through embedding risk management practices into its decision-making processes to ensure the achievement of objectives. This is an ongoing continual improvement process.

As part of this continuous improvement, the basic principles and concepts for managing risks is now a formal part of the induction process for new staff with education and training to be a focus over the next 12 months. The objective of this education and training program is to increase the 'risk' culture of the organisation.

As part of its risk management framework Council has a Risk Management Policy and internal Directive. The policy is available on Council's website and outlines:

- The objectives of Council's risk management framework.
- Summarises Council's risk appetite, which is articulated in detail in the Directive along with tools for assessing and evaluating specific risks identified.
- Defines accountabilities and responsibilities for managing risk in a manner that is consistent with ISO 31000:2018.

Like many other businesses, managing the rapidly changing risk landscape as a result of Covid-19, has been a major focus of Council's risk management activities.

Council also continues to work with Statewide Mutual, of which it is a member. It uses expertise provided by the Mutual to assist with organisational risk management. Council also participates in the annual continuous improvement initiatives undertaken by the Mutual. This included participating in a business continuity scenario test. This has assisted with informing Council's business continuity planning processes. Additionally, Council reviewed its risk appetite statements which forms part of its internal Risk Directive, and assists with consistent decision-making and risk assessment process. As part of its governance structure, the Audit, Risk and Improvement Committee (ARIC) operates to provide independent assurance and assistance to QPRC in relation to its governance, risk and internal control framework. Operation of the Committee is as per the adopted Charter. The Committee's membership includes three independent external members and a councillor. Four meetings were held in 2020-21:

- 9 September 2020
- 9 December 2020
- 18 March 2021
- 16 June 2021

Annual Report 2020-21

Membership and meeting attendance of the Committee during 2020-21 was as follows:

Member	Meetings attended
Mr Andrew Cox (Chair)	4
Mr Max Shanahan	4
Ms Carolyn Rosetta-Walsh	4
Cr. Pete Harrison	4

A representative of the Audit Office NSW also attends the Committee meetings. This provide members with valuable insight into the expectations and activities within the Local Government sector.

During 2020-21 the ARIC:

- Prepared a formal ARIC Work Plan of activities to be covered in the year.
- Chair provided regular briefings to the Chief Executive Officer.
- Provided input on proposed external audit coverage.
- Continued the Financial Statement Sub-Committee (FSSC) of the ARIC which met three times in 2020–21 to oversee Financial Statements preparation to provide the ARIC with sufficient assurance to recommend Council sign the annual Financial Statements.
- Confirmed effective financial controls were maintained.
- Reviewed progress of the budget and emerging issues.
- Oversaw the QPRC internal audit program.
- Oversaw enhancements to risk management and business continuity measures, including the pandemic response.
- Monitored QPRC infrastructure and ICT projects.
- Reviewed progress on policy harmonisation.
- Monitored measures in place to assure QPRC operations are conducted ethically.
- Monitored timely implementation of internal audit and external audit recommendations.
- Monitored key ICT activities including cyber security and disaster recovery.
- Encouraged QPRC assessment against recommendations contained in various reports eg Independent Commission Against Corruption (ICAC) reports.
- Concluded the ARIC achieves a good balance between strategic and operational activities and is focused on supporting QPRC in delivering its strategic objectives.

Property acquisitions and disposals

In accordance with Council’s Property Policy, the details of property acquisitions and disposals during 2019-20 are shown below.

Property	Type (sale/purchase, lease etc)	Status	Previous property use	Proposed property use	\$ Funding impact, price
10 Aurora Place	Sale	Settled 27 Nov 2020	Vacant land	Industrial purposes	\$405,000
12 Malbon St	Sale	Settled 31 Oct 2019	Residential	Residential / business	\$600,000
16 Agnes Ave	Lease 30 year term commencing 1 July 2020	Lease has been signed. Legal team following up registration.	Vacant land/ park	Respite facility	Based on Crown Lands minimum annual rent. Currently \$516 p/a. Lessee pays rates and other outgoings.
2 Majara St	Sale	In progress	Community Centre	Proposed Bungendore High School	Funding not yet finalised

Annual Report 2020-21

Property	Type (sale/purchase, lease etc)	Status	Previous property use	Proposed property use	\$ Funding impact, price
10 Majara St, Bungendore	Sale	In progress	Council offices and chamber	Proposed Bungendore High School	Funding not yet finalised
4-6 Majara St, Bungendore	Sale	In progress	Vacant land	Proposed Bungendore High School	Funding not yet finalised
Majara St Road Reserve	Sale	In progress	Road	Proposed Bungendore High School	Funding not yet finalised
Part of Majara St road reserve, between Turallo Terrace and Gibraltar St	Lease	In progress	Vacant land	Abbeyfield Seniors Development	Not yet finalised
181-183 Cooma St, Queanbeyan	Sale	Settled 12 May 2021	Community Centre/Family Day Care	Childcare centre	\$1,150,000

Planning agreements

During the 2020-21 financial year, the following planning agreements were in force and complied with by Council.

Googong Urban Development Planning Agreement

This applies to the urban release area known as Googong which is approximately 10km south east of the Queanbeyan CBD. It provides for the carrying out of works, the dedication of land, and the provision of other material public benefits for the provision of infrastructure, facilities and services to support the development on the land. Examples of infrastructure which has been and are to be provided under the agreement include new roads, intersections, recreational facilities, water supply, and sewerage facilities.

On 16 February 2015 it was amended by a Deed of Novation. This changed one of the entities who was a party to the Planning Agreement.

On 13 January 2020 Variation (No. 1) to the Googong Urban Development Local Planning Agreement was executed by the parties. This updated and varied the original planning agreement with changes including:

- Insertion of new items, deletion of redundant items and amendment to other items of the Development Contributions to be provided by the developer, and their respective Contribution Values, under Schedule 1 of the Planning Agreement,
- Alteration of indices used for the indexation of contribution values for offsite road contributions, and updates to the works schedule for offsite local roads.

On 14 May 2020, the second deed of variation to the Googong Urban Development Local Planning Agreement was executed by the parties. This further varied the original planning agreement in the following manner:

- Dedicate approximately 5,554m² of land to Council for a Council depot; and
- Carry out noise attenuation works to Stage D of the Googong Water Recycling Plant.

Jerrabomberra Innovation Precinct Infrastructure Planning Agreement 2020

The Jerrabomberra Innovation Precinct Infrastructure Planning Agreement 2020 was executed on 5 June 2020 and is an agreement between Council, The Village Building Company and Poplars Developments in respect of the future provision of infrastructure at areas known as South Jerrabomberra and West Jerrabomberra. This site is about 12km south west of the Queanbeyan CBD adjoining ACT Hume.

The agreement establishes a commitment between all parties to collectively contribute to specific infrastructure items in the area to facilitate new residential and commercial development. Examples of infrastructure to be provided under the agreement include new roads, intersections, recreational facilities, water supply, sewerage and electricity.

South Tralee Essential Infrastructure Planning Agreement

The South Tralee Essential Infrastructure Planning Agreement also applies to South Jerrabomberra. It was originally executed on 19 June 2018 between Queanbeyan-Palerang Regional Council and Canberra Estates Consortium No 4 Pty.

Its objective is to provide for the:

- provision of sewer and potable water supply infrastructure
- facilities and services (essential infrastructure) to meet the demands of the Development and other development within the South Jerrabomberra Urban Release Area.

18 Mecca Lane, Bungendore

The 18 Mecca Lane, Bungendore Planning Agreement applies to 18 Mecca Lane, Bungendore. It was executed in July and September 2019 between Council and Paul Gerard Niven and Alice Elizabeth Niven. Its objective is to require the developer to make development contributions for water and sewer supply in conjunction with the carrying out of the development.

Annual Report 2020-21

Big Island Mining Pty Ltd Planning Agreement

The Big Island Mining Pty Ltd Planning Agreement applies to the Dargues Gold Mine at Majors Creek. It was executed on 15 February 2013 between the then Palarang Council and Big Island Mining Pty Ltd.

It provides for the mining operator to:

- make a development contribution for the upgrading of sections of the Braidwood to Majors Creek Road (which, at the date of the original Agreement, lay within the Palarang Council Local Government Area) and
- contribute for the benefit of the Braidwood community (Section 94 Contribution) for the upgrading of facilities at the Braidwood Recreation Ground.

Companion Animals

Animal management expenditure in the 2020-21 financial year was \$466,504, compared to \$482,466 in the 2019-20 financial year. Expenditure included staffing costs, training and qualifications, veterinary costs, supplies such as food and cleaning products, legal fees and office supplies. Income from companion animal activities in 2020-21 was \$193,700 compared to \$193,458 in 2019-20. Income was generated from impounding fees (\$13,695), animal registration (\$62,420), animal sales (\$89,628) and fines (\$27,958). There are more than 15,500 animals registered in the Queanbeyan-Palarang Local Government Area.

During the financial year, Council employed three Animal Management Officers (including Team Leader) and two Animal Attendants (one part time for weekend work). With all resources available, one Animal Management Officer was based at Council's Bungendore office, patrolling areas such as Bungendore, Bywong/Wamboin, Captains Flat and Braidwood.

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

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

Council has in place a Dangerous Dogs Panel which meets as required to review reports on dog attacks. During the year, the Panel met on 10 occasions.

Following a request from the Panel, staff developed a Cat Containment Policy for Googong and Jumping Creek. The Policy was placed on public exhibition during February 2021, with 133 submissions received. Following a review of submissions, staff made adjustments to the draft Policy before it was adopted by Council at its meeting in May 2021. The final resolution was:

1. *Adopt the amended Cat Containment Area – Googong and Jumping Creek Policy.*
2. *Include conditions on future subdivision certificates where this Policy would apply to identify the area as being within a Cat Containment Area.*
3. *Consider applying this Policy to future urban residential developments, by commencing engagement with other new greenfield developments in the Local Government Area and reporting back to Council.*
4. *Advocate to the NSW Government to consider a review of state-wide rules relating to roaming cats.*

As required by the Companion Animals Regulation, the following information is disclosed:

Required information	Council response
Lodgement of pound data collection returns with the OLG (Survey of council seizures of cats and dogs).	Pound collection data was submitted to the Office of Local Government by the required deadline. During the period, the following occurred: <ul style="list-style-type: none">• Dogs seized: 147

Annual Report 2020-21

Required information	Council response
	<ul style="list-style-type: none"> • Cats seized: 25 • Cats arriving at Animal Management Facility: 320 <ul style="list-style-type: none"> ○ 10 cats released to owner ○ 173 cats sold ○ 14 cats released to rescue organisations ○ 36 cats euthanised ○ 13 cats escaped or other • Dogs arriving at Animal Management Facility: 408 <ul style="list-style-type: none"> ○ 207 dogs released to owner ○ 119 dogs sold ○ 11 dogs released to rescue organisations ○ 3 dogs euthanised ○ 1 dog died while in Council's care ○ 4 dogs left the facility for other reasons
Lodgement of data about dog attacks with the OLG.	<p>Dog attack data was provided to the Office of Local Government by the required deadline. Data included:</p> <ul style="list-style-type: none"> • 34 dog attacks reported during financial year • 21 infringements were issued for dog attacks • 5 dogs involved in attacked were declared menacing dogs
Amount of funding spent on companion animal management and activities.	<p>Council expended \$466,504 on Companion Animal Management. This included staff costs, training and professional development, maintenance of the Animal Management Facility, office supplies, food, vet services and much more.</p>
Community education programs carried out and strategies the council has in place to promote and assist the desexing of dogs and cats.	<p>Throughout 2020-21 Animal Management staff promoted desexing through the adoption process, however were not able to conduct usual face-to-face educational programs in the community due to Covid restrictions and the fact current AMOs do not have working with vulnerable persons cards.</p>
Strategies in place for complying with the requirement under s 64 of the CA Act to seek alternatives to euthanasia for unclaimed animals.	<p>To assist with maintaining a low euthanasia rate, Council implements the following strategies:</p> <ul style="list-style-type: none"> • Close relationship with Local rescue groups • Weekly promotion email to various rescues • Animal Promoted on Council Website and other various social media platforms • Discount microchip rate for rescue groups saving animals <p>As a result of this, Council's euthanasia rate for 2020-21 was 0.7% for dogs and 11.25% for cats</p>
Off leash areas provided in the council area	<p>Council's off lead dog areas are listed on its website at https://www.qprc.nsw.gov.au/Services/Animals/Find-an-Off-Lead-Dog-Park.</p>
Detailed information on fund money used for managing and controlling companion animals in its area	<p>Funds expended during 2020-21 were from Council revenue. Council does not have a specific Animal Management Fund.</p>

Annual Report 2020-21

Corporate Sponsorships

Name of organisation	Relationship	What the sponsor agreed to provide	What Council agreed to provide	Financial commitment to Council	Approx value provided to Council
Bungendore and Braidwood Shop and Win Promotion					
Palerang Financial Services (Braidwood and Bungendore Community Bank)	Financial partner/sponsor	Financial sponsorship for Christmas Shop and Win 2020	Promotion of business logo on all printed/electronic material relative to Braidwood and Bungendore Christmas Shop and Win promotion	\$4,000	\$4,000
Bungendore Chamber of Commerce and Industry	Financial partner/sponsor	Financial sponsorship for Bungendore Christmas Shop and Win 2020	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop and Win promotion	\$3,000	\$3,000
QPRC Arts Awards					
Palerang Financial Services Ltd. T/A – Bendigo Bank – Braidwood and Bungendore Community Bank	Sponsor / Partnership	Financial for art prizes and marketing support through their branches and networks, judging of one prize known as the 'Bendigo Pic', Awards night representation, post exhibition displays in their Bank branches of the winning entries and good will	\$6,000 budget in prizes + staffing and administration support + Art exhibition venue + Awards ceremony event + advertising and marketing. Waiver of the usual 25% commission on art sales.	\$6,000	\$6,000 cash plus in kind support of approx.. \$3,000

Appendix 1 – Project update

Project update - Strategic Pillar 1

Project key: * = grant funding carried over from previous financial year. ** = project is reliant on grant funding. *** = Election promise – awaiting confirmation on funding arrangement.

Action	Status	Progress comment	Responsible branch
100681 Stronger Communities \$9m - Eastern Pools	Completed	The project was finished prior to the opening of the Braidwood pool for the 2020-21 season. The work included the replacement of underground plumbing infrastructure and re-tiling of the pool.	Recreation and Culture
100698 QBN - Stronger Communities \$9m – Aquatic Centre paint and restore	In Progress	Quotes have been sourced. Negotiating with suitable contractors. Works to be completed in 2021-22.	Transport and Facilities
100749 QPR - Library Purchases Books and Non Books *	Completed	This project covers the purchase and processing of Library resources over the financial year, including print and digital resources. The allocation was expended and although may show a slight overspend, the rationalisation of standing orders with bring this project within the specified targets.	Community and Education
100918 QPR - Regional Animal Management Facility - identify site and design	Delayed	Funding was not carried forward to the 2020-21 financial year, however remains in reserve. This project is on hold until a suitable site is identified.	Customer and Communications
100966 QBN - Aquatic Centre Plant Replacement	Completed	This project is now complete. The resurfacing of the Queanbeyan indoor pool (pool concourse and all change rooms) have been undertaken.	Recreation and Culture
100991 QBN - Creating a welcoming community space in Queanbeyan Library	In Progress	Project has been completed to around 90% of requirements. Shelving has been purchased and installed, new furnishings and renovations have been installed in the present library with consideration of future Library in the QCCP building. Some furniture orders have just been placed and are still outstanding but should arrive in the first two months of the new financial year. This is due to the need for the QCCP architects to consider any fitout suitable for the future library.	Community and Education
104020 QBN - Refurbishment of Library Activity Room *	Completed	Activity Room refurbishment almost complete - very minor works yet to be completed.	Community and Education
104105 BWD - Pool Upgrade	In Progress	Development application lodged, work expected to commence after the 2021-22 swimming season.	Recreation and Culture
104196 QBN – Upgrade of playground at Jerrabomberra Community Centre	Completed	The project has been completed and the playground is operational. Users are very happy with the completed project.	Recreation and Culture
104252 QBN - Purchase of scanner	Completed	Scanner purchased for Records digitisation project in constant use and making huge inroads to the backlog of print records.	Community and Education

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
104263 BGD - Solar Heating Bungendore Aquatics	No longer required	Project no longer required due to proposed acquisition for Bungendore High School	Recreation and Culture
104291 QBN - Aquatic Centre HVAC/ Boiler replacement	In Progress	Specification received, investigating viability of expanding the scope to include the indoor pool boilers and associated controls. Works to be completed in 2021-22 FY.	Transport and Facilities
104374 BGD - New Bungendore Pool	Not Yet Started	Detailed design is in the process of being prepared. Funding for this project is linked to the Bungendore High School proposal. The Heads of Agreements is yet to be finalised. Funding will be made available when this is executed.	Recreation and Culture
104375 BWD – Teenager and Adult Disabled Change Table	Completed	Complete	Urban Landscapes
107001 QBN – Rusten House Arts Centre Refurbishment	Completed	Rusten House Refurbishment Project has been completed with only minor additions to the interior fitout (for example, blinds have been ordered but will need installation). Slight over expenditure but continuing operational budget will now apply and can cover any shortfall. Carpark has also been completed and the facility was officially opened by Deputy Premier John Barilaro and Mayor Overall on 22 April 2021.	Community and Education



The tiles on the Braidwood Pool were replaced as part of the refurbishment project in mid-2020.

Project update - Strategic Pillar 2

Action	Status	Performance comment	Responsible branch
100944 BWD - Braidwood Saleyards upgrade	Completed		Business and Innovation
104092 QBN - City of Champions Walk	Not Yet Started	No grant funding has been secured	Business and Innovation

Project update - Strategic Pillar 3

Action	Status	Progress comment	Responsible branch
100177 QBN - CBD Improvements - Stage 2	Completed	Ramp complete and in operation	Urban Landscapes
100184 QPR - Regional Sports Complex - Stage 1	In Progress	Civil contractors engaged and working on detailed construction design. Aboriginal archaeological survey work required by NSW Heritage is holding up the DA.	Urban Landscapes
100285 QBN - Showground Pavillion and Storage *	Delayed	Lengthy and protracted heritage and archaeology requirements imposed by Heritage NSW has placed this project on stop clock. All survey and assessment work is complete and we are not awaiting NSW Heritage response.	Urban Landscapes
100557 BWD - Braidwood Recreation Ground Construction	In Progress	Drainage work underway, field extension programmed for after winter sports	Urban Landscapes
100692 BGD - Stronger Communities \$9m – Bungendore sports hub *	Completed	Work associated with this grant are complete. Land has been acquired and bulk earth works complete. Sewer, water and recycled water mains are installed. Site is fenced.	Urban Landscapes
100984 BGD - SCCF - Sports Hub Stage 2 *	In Progress	Irrigation complete, floodlights onsite awaiting erection and power supply.	Urban Landscapes
100993 QBN - Brad Haddin Oval Storage Shed	Completed	New shed built and services connected	Urban Landscapes
100996 QBN - Royalla Playground **	Not Yet Started		Urban Landscapes
104038 QBN - SRV - Blackall Park Shelter	Completed	Complete	Urban Landscapes
104039 QBN - SRV - Hope Marland Park Playground	Completed	Complete	Urban Landscapes
104040 QBN - SRV - Taylor Park Irrigation	Completed	Completed	Urban Landscapes

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
104087 QBN - Construction of Googong Sub-Depot - Parks	In Progress	Detailed design complete and DA lodge. Subdivision to create the block lodged by developer	Urban Landscapes
104244 QBN - Moore Park improvements **	Not Yet Started		Urban Landscapes
104245 BWD - Braidwood Recreation Ground drainage channel	In Progress	First section of drain complete allowing fields to be extended. Second section underway.	Urban Landscapes
104246 QBN - Orana Park, Crestwood Playground and Shade Sail	Completed	Complete	Urban Landscapes
104357 QBN - Botanical Garden Project - CBD Masterplan Stage 8	In Progress	Working party formed. Initial concepts prepared and placed on public exhibition. Community engagement report being referred to Council's July meeting.	Urban Landscapes
760502 QPR - Memorial Park Site Studies	In Progress	Planning Proposal referred to Minister for determination. Results pending.	Urban Landscapes



The upgraded Hope Marland Park was officially opened in December 2020.

Project update - Strategic Pillar 4

Action	Status	Progress comment	Responsible branch
100004 QBN - Network - Water	Completed	This project holds no budget and is separated into smaller projects. All smaller projects have been complete	Utilities
100119 QBN - Googong Water Recycling Plant	In Progress	The project is ongoing and involves Council's Engineer for the Googong Water Recycling Plant and Hill 800 project. It is across multiple financial years	Utilities
100123 QBN - Sewage Treatment Plant Upgrade	In Progress	Draft Environmental Impact Statement (EIS) has been submitted to ACT Government. Comments have been received on EIS with additional studies currently being completed. Detail Design has been commenced with user workshops progressing well. Most equipment supply tenders complete and project on target.	Contracts and Projects
100124 QBN - Sewer Mains Rehabilitation	Completed	Complete	Utilities
100133 QBN - Old Cooma Road Stage 2: Googong Rd - ELP *	Completed	Project complete and road in use.	Contracts and Projects
100148 QBN - Water Telemetry - Radio upgrades	Completed		Utilities
100150 QBN - Ellerton Drive Extension	In Progress	Post construction noise monitoring still underway . Initial results have been received however some receiver failed and have been reset	Contracts and Projects
100183 QBN - Efficient street lighting upgrades	In Progress	Essential Energy is approximately 98% complete with the installation of the LED lighting upgrades. The only remaining installations include decorative and heritage style units.	Transport and Facilities
100225 QBN - Council Chambers Interior Refurbishment - building	In Progress	The project scope has been finalised and quotations have been sourced. Works to be undertaken in the 21-22 FY.	Transport and Facilities
100265 QBN - Civic and Cultural Precinct	In Progress	Tender has awarded with site possession expected in early 21-22. Communications plan finalised to ensure key stakeholders are aware of progress and disruptions.	Contracts and Projects
100353 QBN - SRV - Bitumen Resealing - CityCARE	Completed	The 2020-21 SRV bitumen resealing program has been completed.	Transport and Facilities
100354 QBN - SRV - Pavement Rehabilitation - CityCARE	Completed	The 2020-21 SRV pavement rehabilitation program has been completed.	Transport and Facilities
100359 QPR - Security Project - Access Control and key replacement	In Progress	The roll out of access control into Council sites is continuing to progress. This program has been delayed due to the loss of a team member this year, but will continue to be rolled out in the 21-22 FY.	Transport and Facilities

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
100548 BGD - Bungendore Landfill Reinstatement	In Progress	The consultancy for this project has commenced. Expect to go to tender for earthworks in first quarter 2021-22	Utilities
100565 BGD - South Bungendore Drainage - Ellendon to Molonglo St	Completed	Project part funded by Council (voluntary planning agreement) and now complete as part of private development	Utilities
100861 BGD - car park off Ellendon St	In Progress	The contract for the car park has been awarded and construction will commence during July. Completion expected early in second/third quarter of 2021-22.	Transport and Facilities
100862 BWD - Car park Wallace St	Not Yet Started	Further scoping requirement. Contamination report on building and land under D*S Motors to be completed	Contracts and Projects
100864 QBN - Waterfall path	In Progress		Transport and Facilities
100866 QBN - Alanbar: Cooma to Waratah	In Progress		Transport and Facilities
100867 QBN - Anne St: Brigalow to Donald	Not Yet Started		Transport and Facilities
100868 QBN - Route N1-N3 Stage 1	Not Yet Started		Transport and Facilities
100869 QBN - Thorpe to Barracks Flat Dr paths	In Progress		Transport and Facilities
100871 BWD - Monkittee Bridge path **	Delayed		Transport and Facilities
100874 BGD - Develop options report Reschs Creek Bridge	Not Yet Started		Transport and Facilities
100879 BWD - office smart hub/cultural space	In Progress	Plans accepted by Council following consultation. Designs being reviewed to determine accurate costing. Further funding likely required.	Transport and Facilities
100894 QBN - Monaro St Refurb Stage 1	In Progress	This project involves the design of refurbishment works in Monaro Street from Lowe Street to Collett Street and construction of refurbishment works in Monaro Street from Lowe Street to Crawford Street. Investigation works for this project began on site in October 2020 with contractors undertaking traffic counts, site survey and services location. Traffic modelling and study report has been submitted to Transport for NSW and negotiations are ongoing with TfNSW and Council's contractors to gain TfNSW's in-principle approval. Delays have been experienced in the processing of survey information and are currently being addressed. Four design scenarios have been prepared and feedback sought from stakeholders. Scenario four was presented to a stakeholder	Contracts and Projects

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
		workshop to progress the concept design. The concept design will be presented to Council for endorsement to be placed on public exhibition. Communication and engagement commenced with a series of internal and external stakeholder engagement activities focusing on highly impacted stakeholders. Feedback from these sessions has informed the draft scenarios. Council's Placemaking Team has continued liaising with impacted businesses and stakeholders.	
100896 QBN - Rutledge car park	Not Yet Started		Transport and Facilities
100953 BGD - Bungendore Flood Plain Works **	Completed	This project is PJ104212 BGD Flood Risk Management Study and Plan	Contracts and Projects
100959 QBN - Upgrade Bicentennial Hall	In Progress	Queanbeyan Bicentennial Hall upgrade works are nearing completion. The works are practically complete and the building is operational. The works are jointly funded by Create NSW and Council.	Contracts and Projects
100963 QBN - Aquatic Centre - Replace Fencing	Completed	This project has been completed.	Transport and Facilities
100965 QBN - Axis Youth Centre - Renew fencing	Completed	This project is complete.	Transport and Facilities
100975 QBN - South Jerrabomberra Business Park **	Completed	This Project is 104107 - South Jerra Northern Entry Road stage 3 The funding is Growing Local Economies	Contracts and Projects
100986 BWD - Majors Creek RFS Station replacement	Completed	The construction of the RFS is now completed, and RFS is now moved to a new shed. The old shed will be handed over to Majors Creek reserve trust group.	Contracts and Projects
101002 QPR - Local Roads Renewal	Completed	The local roads renewal program for the 2020-21 financial year has been completed.	Transport and Facilities
101013 QPR - Roads to Recovery	Completed	The 2020-21 Roads to Recovery program is now complete.	Transport and Facilities
101067 BWD - Saleyards Lane Reseal	In Progress	The survey and design works have been completed. Continuing with project estimation, looking to complete construction works in the 2021-22 financial year.	Transport and Facilities
101196 QPR - Traffic Modelling	Delayed	The update of the Queanbeyan Traffic Model will provide revised estimates for traffic movements in the greater Queanbeyan area based on changes to expected development within the area.	Contracts and Projects
101217 QBN - Uriarra/Ross/Stornaway - traffic changes	In Progress		Transport and Facilities
101219 QBN - Burra S bends	Completed	This project is now complete. The construction of the Burra S Bends project has improved the safety of this section of Burra Road considerably.	Transport and Facilities

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
101296 QBN - Blackspot-Crawford/Erin/Campbell Street Intersections	In Progress		Contracts and Projects
101297 BGD - Rehab Tarago Road Between Mt Fairy and Goulburn Mulwaree border	In Progress	The survey and design for this project is now complete. Land acquisitions for this project have now been agreed with adjacent landowners. Construction is scheduled to commence during 2021-22.	Transport and Facilities
101300 QPR - Local Roads Rehabilitation	Completed	The 2020-21 local roads rehabilitation projects have been completed	Transport and Facilities
101459 QBN- Purchase Dunns Creek Road corridor and design ***	In Progress	Council is collecting data to feed into the validation report that will be used to update the Queanbeyan traffic model. Work on the updated traffic model is expected to commence later this year. Once completed, the updated traffic model will inform Council if there are suitable alignment options to progress. This work is not expected to be costly and it is proposed that \$4.8m of the budget for 21-22 be reallocated into 22-23 and 23-24 financial years as follows: <ul style="list-style-type: none"> • \$0m – FY21 • \$0.2m – FY22 • \$10.8m FY23 • \$16m – FY24 	Contracts and Projects
101460 BWD - Drought Relief - Araluen Road – Braidwood	Completed	This project was funded in the 2018-19 financial year and completed in June 2019.	Transport and Facilities
102006 CFL - MR270 - Captains Flat Rd - Capital	Completed	All capital works have been undertaken on Captains Flat Road as funded through the regional road block grant funding and additional Disaster Recovery Funding Arrangement (DRFA) funding.	Transport and Facilities
102012 BWD - Cooma Rd/Krawaree Rd	Completed	The gravel resheeting works on Cooma Road as part of the regional roads block grant funding and subsequent DRFA funding has been completed.	Transport and Facilities
102064 NRG - Nerriga Rd Section 3 - Reconstruct widen and seal - Ningeenimble Project	In Progress	Environmental assessments and survey works are now complete. Finalising design and land acquisitions. This project is not currently in the Monaro Palerang roads package, pending savings on other package projects.	Transport and Facilities
102065 NRG - Nerriga Rd Section 4 - Reconstruct widen and seal - Durran Durra	In Progress	Survey, design and environmental approvals has been completed. Construction activities are progressing well onsite with majority of vegetation removed and drainage installations complete. Pavement works are also progressing well, with approximately 2.3km out of the 3.1km ready for seal.	Transport and Facilities
102066 NRG - Nerriga Rd Section 5 - Reconstruct widen and seal - Euradox Rd to Tates Ln	Not Yet Started	This section of road is not currently included in the grant funding agreement. Grant application submitted through the Bushfire Local Economic Recovery Package (BLERF).	Transport and Facilities

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
102067 NRG - Nerriga Rd Section 5 - Reconstruct widen and seal - Oallen Rd to Willow Fo	In Progress	This section of road isn't currently in the grant program agreement. Council has commenced survey and design on this section along with designs to replace the two existing causeways, with Bindi Brook causeway being funded through Local Roads and Community Infrastructure Program. This section of road is also part of an additional BLERF funding application.	Transport and Facilities
102073 BWD - Captains Flat Rd - between Jinglemoney Rd and Obriens Rd	Completed	The 2020-21 section of Regional Roads Repair Program funding has been completed. Further funding has been sourced to continue this rehabilitation project in the 2021-21 FY.	Transport and Facilities
102076 BGD - Roundabout on Malbon St *	In Progress	Delays were experienced with initial Transport for NSW reviews taking 12 weeks longer than expected. TfNSW also rejected a garden bed in the central island of the roundabout, which resulted in delays with finalising the designs and referring the matter back to Council. Final designs were accepted by TfNSW on 16 February 2021. Preliminary construction activities (early works) commenced in early May 2020 and have been completed. This involved relocating utilities such as water, gas and telecommunications in the vicinity of the intersection to make way for construction of the roundabout. Dale and Hitchcock were selected through a competitive tender process for the main construction works. When the main works commence, there will be some disruption to traffic. It is the intention to minimise disruption to traffic during the school holidays. Main construction work is expected to commence after the 2021 winter school holidays	Transport and Facilities
102088 BWD - Nerriga Rd Section 18 – Construct Intersection with MR51	In Progress	Construction works have commenced onsite.	Transport and Facilities
102098 CFL - Upgrade Captains Flat Road ***	In Progress	Survey and design works have commenced on priority sections of Captains Flat Road. A nominated schedule is to be work-shopped with Council prior to formal approval being sought from TfNSW.	Transport and Facilities
104068 QBN - Museum Building - Replace asbestos vinyl floor tiles	In Progress	Quotes for the works have been sourced. Delays to this project have been caused due to major works in adjacent building restricting access. Works to be completed in 2021-22 FY.	Transport and Facilities
104073 QBN- The Q Performing Arts - Fire System	In Progress	All internal improvement works have been completed. External tank and pumps to be designed and installed in 2021-22 as well as the replacement fire curtain.	Transport and Facilities
104074 QBN - Googong Community Centre- Internal upgrades	Not Yet Started	Series of minor works identified. Works planned to commence in 2021-22 FY.	Transport and Facilities
104076 BGD - Community Centre - Refurbishment	Completed	This project is now complete.	Transport and Facilities
104077 CFL - Hall repair Leaking Roof	In Progress	Lower section of roof has been replaced. Upper section of roof requires additional funding which has been requested in 2021-22 FY.	Transport and Facilities

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
104078 BWD - Council Offices - Customer Area	In Progress	Upstairs offices and old GM's office has been painted. This project is tied in with the smart hub project, which is currently at design and consultation stage.	Transport and Facilities
104089 QBN - Smart City Working Group - CCTV and Wi-Fi install	Completed	Install of wi-fi and CCTV in the Qbn Caravan park completed	Business and Innovation
104093 BGD - Depot Replacement	Completed	New depot lunchroom, toilets and meeting room is now complete. The project was completed in September 2020.	Transport and Facilities
104107 QBN - South Jerrabomberra Northern Entry Road	In Progress	Work on progressing the construction of Environa Drive is continuing. This new road will connect Tomsitt Drive to the South Jerrabomberra Innovation Precinct, Regional Sports Centre, future Jerrabomberra High School and the South Jerrabomberra residential estate. Over the last months Council's contractor has been progressing the installation of a new local watermain through the Jerrabomberra Circle to Jerrabomberra Parkway while the South Jerrabomberra developer has continued the installation of the trunk watermain from Edwin Land Parkway through to the roundabout. These works are nearing completion. Along Environa Drive, installation of underground services such as new watermain, sewer, stormwater, electrical, gas and telecommunications conduits are approximately 80% completed. Installation of new streetlights is halfway completed. Work on placement of road pavement layers has largely been completed with some asphalt along Tomsitt Dr and Environa Dr laid. Work to shift the centre median on Tomsitt Dr to accommodate new right turn lanes has commenced. Work on temporary pavement to switch all traffic into the eastbound lanes to accommodate pavement rebuild on the westbound lanes has commenced. The contractor is continuing the installation of sewer pipes near Bayside Ct properties to connect the new local sewer main to the pumping station on Bayside Court. Some rock was encountered unexpectedly behind Bayside Court which required rock hammering. New shared path installation connecting Coachwood Avenue and the skatepark has been completed. Work on connecting this new path to Bayside Court will occur once sewer work to the pumping station has been completed.	Contracts and Projects
104160 BGD - Gidleigh Lane – Gidleigh Bridge Replacement	Completed	The replacement of the timber bridge on Gidleigh Lane has now been completed. The new concrete bridge is now in service.	Transport and Facilities
104161 BWD - Mayfield Road – Reedy Creek Bridge Replacement	In Progress	Survey works have been completed. Consultants have completed the final design for the bridge replacement and an order for the bridge componentry has been placed. Construction onsite is scheduled to commence in September/October 2021.	Transport and Facilities
104169 BGD - Mulloon RFS Station – Design and Construction	Not Yet Started	Construction for this project has not started and is anticipated in March 2022 and to conclude in December 2022.	Contracts and Projects

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
104212 BGD - Flood Risk Management Plant Implementation	In Progress	The close out documents haven't been completed yet, as there is one item left, which is the stockyards. These are due to be delivered in August.	Contracts and Projects
104247 QBN - Rosa St School Pedestrian - Upgrade	Completed	Completed	Contracts and Projects
104248 QBN - Blackspot - OCR/Railway Crossing Curve Upgrades	In Progress		Contracts and Projects
104249 BWD - Blackspot - Araluen Rd – Corridor Safety Treatment **	In Progress		Contracts and Projects
104250 QBN - Cooma St/Glebe Avenue Pedestrian Safety Upgrade	Completed	Different options reviewed. Option that gained TfNSW approval implemented. Enhance Pedestrian Crossing signage and a speed zone review resulting in extension of the school zone (40km/h) and reduction to 50km/h outside of school hours.	Contracts and Projects
104290 QBN - Depot - Fire services compliance works	Not Yet Started	Staff are reviewing the fire safety schedule for the site to determine the extent of required works. Scheduled for 2021-22 FY.	Transport and Facilities
104292 QBN - Westpac/Headspace replace HVAC system	Completed	This project has now been completed.	Transport and Facilities
104296 CWL - Stoney Creek Hall Internal Refurb	Completed	This project has now been completed.	Transport and Facilities
104298 BGD - School of Arts - Refurb Toilet and external redeco	Completed	The toilets have been refurbished.	Transport and Facilities
104299 BWD - Depot - Security gates and repair to workshop	Not Yet Started	Reviewing the scope of works to determine the best way of securing the Braidwood depot.	Transport and Facilities
104359 QBN - Shared Path along Lanyon Drive	Delayed		Transport and Facilities
104362 BWD - Footpath Wallace St	Completed	The footpath works have now been completed.	Transport and Facilities
104364 QBN - Railway Park Organic Community Garden lighting	Completed	Project complete	Transport and Facilities
104365 BGD - Butmaroo St Seal	Completed	This project has been completed.	Transport and Facilities
104366 BGD - Majara Street Seal	Completed	This project has been completed.	Transport and Facilities

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
104367 QBN - River Path-Dane St toward Barracks Flat	Complete	This project is complete	Transport and Facilities
104368 QBN - Williamsdale Road Seal	In Progress	Survey and designs works are complete. Environmental approvals have been sourced. Liaising with the adjacent landowner to complete the required land acquisition. Construction activities to commence onsite in July/August 2021.	Transport and Facilities
104369 BWD - Recreation Ground - extend stormwater pipe to enable skatepark	In Progress	The design has been completed. Materials have been ordered. Works to commence onsite soon.	Transport and Facilities
104370 BWD - Lascelles St Upgrade	In Progress	The project involves pavement rehabilitation and landscaping works on Lascelles Street, Braidwood between Wallace Street and Ryrie Street. Grant funding has been allocated from the Stronger Communities Fund and the Local Roads and Community Infrastructure Program. Minor design changes are being prepared in response to heritage comments. Confirmation from NSW Office of Local Government of continuing access to the initial grant funding is still pending. Construction is proposed to be completed by November 2021, however that timeframe is dependent on confirmation from NSW Government departments	Transport and Facilities
104385 Bus Safety Upgrade Proposal – Burra Rd	In Progress		Contracts and Projects
104458 BGD – Bungendore Office Relocation	Not yet started	Planning underway, with preferred site selected and negotiations underway. Progression is reliant on finalisation of agreement with Department of Education and funding being provided.	Contracts and Projects
700031 QBN - Stormwater Improvement Program	Completed	Project complete and working well as evidenced in recent rains	Utilities
700128 BWD - Water Services Replacement	Completed		Utilities
700140 BGD - STP Recycled Water System	In Progress	Works underway. Site reservoir poured 30 June 2021. Project expected to be complete around Christmas 2021	Utilities
700166 QPR - Water connections – Palerang	Completed	Works completed for the year	Utilities
700168 QPR - Sewer connections – Palerang	Completed	Works completed for year as planned	Utilities
700169 QBN - Sewer connections	Completed	Works planned for year as planned	Utilities
700188 QBN - Reservoir access and integrity upgrades	Completed	Investigation component complete. Works to be developed from this in future budgets	Utilities

Annual Report 2020-21

Action	Status	Progress comment	Responsible branch
700191 BGD - water treatment plant	In Progress	Project underway. Subsidiary projects to follow in 21-22 for individual components	Utilities
700192 BGD - reservoir	Completed	Turallo reservoir retaining wall. Works complete	Utilities
700193 QBN - Mains	Completed	This was the allocation PJ for Wattle St and Ross Road. Both project complete	Utilities
700202 QBN - Telemetry	Completed	Not all funds required. Planned works complete	Utilities
700213 QBN - Sewer Pump stations	Completed	Project not required	Utilities
700226 QBN - Water Connection Jerra Business Park	In Progress	See comment related to project 104107 – South Jerrabomberra Northern Entry Road	Utilities
700227 QBN - Sewer Connection Jerra Business Park	In Progress	See comment related to project 104107 – South Jerrabomberra Northern Entry Road	Utilities
710025 QPR - Old landfills	Delayed	Project held over due to funding limitations and a priority focus on the Bungendore landfill site	Utilities
800000 QPR - Fleet Purchases	Completed	Ongoing with some items to be delivered after 30 June	Utilities
800010 QPR - Plant Purchases	Completed	Ongoing with some items to be delivered after 30 Ju	Utilities
800020 QPR - Fleet Sales	Completed	Ongoing with some items to be sold after 30 June	Utilities
800025 QPR - Plant Sales	Completed	Ongoing with some items to be sold after 30 June	Utilities

Annual Report 2020-21

Project update - Strategic Pillar 5

Action	Status	Progress comment	Responsible branch
100122 QPR - IT Tablet and Phone Purchases	In Progress	Ongoing project: During the first half of FY 20-21, Digital deployed 44 tablets/mobile phones and an additional 26 mobile phones during the second half of the year.	Digital
100168 QPR - Hardware Refresh – IT equipment	In Progress	<p>Ongoing project: During the first half of FY 20-21, Digital deployed 55 laptops scheduled for the year. We have deployed 42 more laptops during the second half of the year.</p> <p>Staff have become more open to the idea of using only one device (laptop) as their user experience has been solid. As a result, more than 80% of QPRC staff are equipped with laptops, and we intend to raise this above 90%. We have also enabled secure Wi-Fi access to the corporate network, enabling staff to work from anywhere within our three main offices, thus reducing their dependence on hotdesk stations.</p>	Digital
100970 QPR - Ipad/Laptop - Remote Access for Staff	In Progress	<p>During the first half of FY 20-21, Digital deployed 55 of the 140 laptops scheduled for the year. We deployed 42 additional laptops during the second half of the year.</p> <p>As we are heading into a repeat of the WFH scenario, the entire remote access /Citrix infrastructure has come to the forefront once again and performing exceptionally well. Digital will be deploying the remaining laptops over the next six months, but it may get delayed due to an ongoing and significant shortage in the global supply chain.</p>	Digital

Appendix 2 - Councillor attendance at Council and Committee Meetings

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

Ordinary and Planning and Strategy Committee meetings

Ordinary and Extraordinary Council meetings			
Date of meeting	Attended	Apologies	Did not attend
22-07-2020	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Bray	
26-08-2020	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester		
23-09-2020	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Schweikert, Taylor and Winchester	Crs Brown and Noveska	
28-10-2020	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester		
11-11-2020	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Brown	
25-11-2020	Cr Overall, Biscotti, Harrison, Hicks, Noveska, Schweikert, Taylor and Winchester	Crs Brown and Marshall	
16-12-2020	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester		
27-01-2021	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Schweikert, Taylor and Winchester	Crs Brown and Noveska	
24-02-2021	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Brown	
24-03-2021	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Schweikert, Taylor and Winchester	Cr Noveska	
28-04-2021	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Brown	
26-05-2021	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Schweikert, Taylor and Winchester	Cr Noveska	
23-06-2021	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester		
30-06-2021	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester		Cr Brown

Annual Report 2020-21

Planning and Strategy Committee of the Whole meetings			
Date of the meeting	Attended	Apologies	Did not attend
08-07-2020	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska and Schweikert	Crs Bray, Brown, Taylor and Winchester	
12-08- 2020	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Schweikert and Taylor	Crs Noveska and Winchester	
09-09-2020	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Brown	
14-10-2020	Cr Overall, Biscotti, Brown, Harrison, Hicks, Schweikert, Taylor and Winchester	Crs Marshall and Noveska	
11-11-2020	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Brown	
10-02-2021	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester		
10-03-2021	Cr Overall, Brown, Harrison, Hicks, Noveska, Schweikert, Taylor and Winchester	Crs Biscotti and Marshall	
14-04-2021	Cr Overall, Biscotti, Brown, Harrison, Hicks, Marshall, Noveska and Schweikert	Crs Taylor and Winchester	
12-05-2021	Cr Overall, Biscotti, Brown, Harrison, Hicks, Noveska, Schweikert, Taylor and Winchester	Cr Marshall	
09-06-2021	Cr Overall, Biscotti, Harrison, Hicks, Marshall, Noveska, Schweikert, Taylor and Winchester	Cr Brown	

Annual Report 2020-21

Organisational Committees

Audit, Risk and Improvement Committee - Cr Harrison			
Date of meeting	Attended	Apology	Did not attend
09-09-2020	Cr Harrison		
09-12-2020	Cr Harrison		
18-03-2021	Cr Harrison		
16-06-2021	Cr Harrison		

Australia Day Community Awards Committee – Mayor			
Date of meeting	Attended	Apology	Did not attend
08-12-2020	Cr Overall		

Australia Day Organising Committee - Crs Hicks and Schweikert			
Date of meeting	Attended	Apology	Did not attend
Due to COVID, no meetings held during this period.			

Consultative Committee on Aboriginal Issues - Cr Marshall			
Date of meeting	Attended	Apology	Did not attend
20-07-2021	Cr Marshall		
16-12-2020	Cr Marshall		
20-07-2021		Cr Marshall	

Dangerous Dog Panel – Cr Taylor			
Date of meeting	Attended	Apology	Did not attend
14-07-2020	Cr Taylor		
05-08-2020	Cr Taylor		
26-08-2020	Cr Taylor		
16-09-2020	Cr Taylor		
29-10-2020	Cr Taylor		
19-11-2020	Cr Taylor		
09-12-2020	Cr Taylor		
26-02-2021	Cr Taylor		
21-04-2021	Cr Taylor		
27-05-2021	Cr Taylor		

Disability Access Committee – Cr Winchester			
Date of meeting	Attended	Apology	Did not attend
28-10-2020	Cr Winchester		
09-12-2020	Cr Winchester		
03-02-2021	Cr Winchester		
28-04-2021	Cr Winchester		

Annual Report 2020-21

CEO's Performance Review Committee Cr� Overall, Biscotti, Harrison, Hicks and Schweikert			
Date of meeting	Attended	Apology	Did not attend
03-02-2021	Cr� Overall, Harrison, Hicks and Schweikert	Cr Biscotti	

Queanbeyan-Palerang Library Service – NSW Public Library Zone – Cr Winchester			
Date of meeting	Attended	Invite not delivered	Apology
20-11-2020		Cr Winchester	
12-02-2021		Cr Winchester	
14-05-2021		Cr Winchester	

Queanbeyan Sporting Gallery Committee – Mayor			
Date of meeting	Attended	Apology	Did not attend
Committee did not meet during this period.			

Queanbeyan Sports Council – Crs Biscotti, Hicks and Winchester			
	Attended	Apology	Did not attend
07-06-2021	Cr� Biscotti, Hicks and Winchester		
09-11-2020	Cr� Biscotti, Hicks and Winchester		

Sister City Committee – Mayor and Cr Noveska			
Date of meeting	Attended	Apology	Did not attend
Due to COVID, no meetings held during this period.			

Statutory Committees

Dargues Reef Community Consultative Committee – Cr Harrison			
Date of meeting	Attended	Apology	Did not attend
19-10-2020	Cr Harrison		
14-12-2020	Cr Harrison		
15-03-2021	Cr Harrison		
21-06-2021	Cr Harrison		

District Liaison Committee – Cr Schweikert			
Date of meeting	Attended	Apology	Did not attend
11-03-2021	Cr Schweikert		

Annual Report 2020-21

Integrated Water Cycle Management Project Reference Group – Cr Marshall

Date of meeting	Attended	Apology	Did not attend
Gordon advised committee finished some time ago.			

Lake George Bush Fire Management Committee – Cr Overall

Date of meeting	Attended	Apology	Did not attend
06-08-2020		Cr Overall	
23-02-2021	Cr Overall		

Local Traffic Committee – Cr Schweikert

Date of meeting	Attended	Apology	Did not attend
07-08-2020	Cr Schweikert		
20-10-2020	Cr Schweikert		
01-12-2020	Cr Schweikert		
02-02-2021	Cr Schweikert		
25-02-2021	Cr Schweikert		
19-03-2021	Cr Schweikert		
20-04-2021	Cr Schweikert		
09-06-2021	Cr Schweikert		

Old Cooma Road Holcim Quarry Consultative Committee – Cr Hicks

Date of meeting	Attended	Apology	Did not attend
19-04-2021	Cr Hicks		

Locality Committees

Araluen Locality Committee – Crs Winchester and Marshall

Date of meeting	Attended	Apology	Did not attend
Due to COVID, no meetings during this period.			

Braidwood Locality – Crs Overall and Noveska

Date of meeting	Attended	Apology	Did not attend
Due to COVID, no meetings during this period.			

Bungendore Locality Committee – Crs Schweikert and Biscotti

Date of meeting	Attended	Apology	Did not attend
22-09-2020	Crs Schweikert and Biscotti		

Annual Report 2020-21

Burra Locality Committee – Crs Hicks and Taylor			
Date of meeting	Attended	Apology	Did not attend
Due to COVID, no meetings during this period.			

Captains Flat Locality – Crs Hicks and Marshall			
Date of meeting	Attended	Apology	Did not attend
Due to COVID, no meetings during this period.			

Wamboin Locality Committee – Cr Harrison and Winchester			
Date of meeting	Attended	Apology	Did not attend
20-10- 2020	Crs Harrison and Winchester		

Advisory Committees

Braidwood and Curtilage Heritage Advisory Committee – Cr Marshall			
Date of meeting	Attended	Apology	Did not attend
09-07-2020	Cr Marshall		
13-08-2020	Cr Marshall		
10-09-2020	Cr Marshall		
08-10-2020	Cr Marshall		
12-11-2020	Cr Marshall		
10-12-2020	Cr Marshall		
11-02-2021		Cr Marshall	
10-03-2021		Cr Marshall	
13-05-2021		Cr Marshall	

Braidwood Floodplain Risk Management Committee - Cr Harrison			
Date of meeting	Attended	Apology	Did not attend
Committee did not meet this financial year.			

Bungendore Floodplain Risk Management Committee – Cr Schweikert			
Date of meeting	Attended	Apology	Did not attend
Committee did not meet this financial year.			

Cultural Development and Public Art Advisory Panel – Cr Noveska			
Date of meeting	Attended	Apology	Did not attend
17-11-2020			Cr Noveska
16-03-2021			Cr Noveska

Economic Advisory Panel – Cr Schweikert			
Date of meeting	Attended	Apology	Did not attend
22-03-2021	Cr Schweikert		

Annual Report 2020-21

Environment and Sustainability Advisory Committee – Cr Marshall

Date of meeting	Attended	Apology	Did not attend
15-07-2020	Cr Marshall		
02-09-2020	Cr Marshall		
04-11-2020	Cr Marshall		
05-02-2021	Cr Marshall		
07-04-2021	Cr Marshall		
09-06-2021	Cr Marshall		

Q Advisory Board – Cr Noveska

Date of meeting	Attended	Apology	Did not attend
07-06-2021		Cr Noveska	

Queanbeyan Flood Management Committee – Cr Harrison

Date of meeting	Attended	Apology	Did not attend
08-09-2020	Cr Harrison		

Queanbeyan Showground Advisory Committee – Cr Taylor

Date of meeting	Attended	Apology	Did not attend
19-03-2021	Cr Taylor		
21-04-2021	Cr Taylor		

QPRC Heritage Advisory Committee - Crs Overall and Marshall

Date of meeting	Attended	Apology	Did not attend
16-07-2020	Cr Overall	Cr Marshall	
15-10-2020	Cr Overall	Cr Marshall	
19-11-2020	Cr Marshall	Cr Overall	
18-02-2021	Cr Overall	Cr Marshall	
18-03-2021		Crs Marshall and Overall	
15-04-2021	Crs Marshall and Overall		
20-05-2021	Cr Overall	Cr Marshall	
17-06-2021		Cr Overall	Cr Marshall

Queanbeyan Trust Committee - The Crown Reserve Trust Management Committee All Councillors

Date of meeting	Attended	Apology	Did not attend
The committee did not meet.			

Tourism Advisory Board – Cr Schweikert

Date of meeting	Attended	Apology	Did not attend
10-08-2020		Cr Schweikert	
09-11-2020	Cr Schweikert		
15-03-2021	Cr Schweikert		

Annual Report 2020-21

Youth Advisory Council – Cr Winchester			
Date of meeting	Attended	Apology	Did not attend
20-10-2020	Cr Winchester		
08-02-2021	Cr Winchester		
01-03-2021	Cr Winchester		
17-05-2021	Cr Winchester		

Regional Committees

Canberra Airport Community Aviation Consultation Group – Cr Schweikert			
Date of meeting	Attended	Apology	Did not attend
No meetings held.			

Canberra Region Joint Organisation (CRJO) – Cr Overall			
Date of meeting	Attended	Apology	Did not attend
26-10-2020	Cr Overall		
11-12-2020	Cr Overall		
26-03-2021	Cr Overall		
11-06-2021	Cr Overall		

Community Safety Precinct Committee – Monaro Local Area Command - Crs Schweikert and Overall			
Date of meeting	Attended	Apology	Did not attend
30-03-2021	Crs Overall and Schweikert		

South East Australia Transport Strategy (SEATS) - Cr Harrison			
Date of meeting	Attended	Apology	Did not attend
13-14-08-2020	Cr Harrison		
26-27-11-2020	Cr Harrison		
11-12-02-2021	Cr Harrison		
13-14-05-2021	Cr Harrison		

Annual Report 2020-21

Southern Joint Regional Planning Panel - Cr Harrison and Cr Marshall (alternate)			
Date of meeting	Attended	Apology	Did not attend
25-09-2020		Cr Harrison (Conflict of Interest declared – DA for 257 Crawford St)	
11-11-2020		Cr Harrison (Conflict of Interest declared – DA for 257 Crawford St)	
05-03-2021	Cr Harrison		

Woodlawn Eco-Precinct Community Liaison Committee (Veolia) – Cr Schweikert			
Date of meeting	Attended	Apology	Did not attend
13-08-2020		Cr Schweikert	
12-11-2020		Cr Schweikert	
18-03-2021	Cr Schweikert		
17-06-2021	Cr Schweikert		

Queanbeyan-Palerang Regional Council

ANNUAL FINANCIAL STATEMENTS
for the year ended 30 June 2021



Queanbeyan-Palerang Regional Council

GENERAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2021



Queanbeyan-Palerang Regional Council

General Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Statement by Councillors and Management	3
Primary Financial Statements:	
Income Statement	4
Statement of Comprehensive Income	5
Statement of Financial Position	6
Statement of Changes in Equity	7
Statement of Cash Flows	8
Notes to the Financial Statements	9
Independent Auditor's Reports:	
On the Financial Statements (Sect 417 [2])	67
On the Financial Statements (Sect 417 [3])	70

Overview

Queanbeyan-Palerang Regional Council is constituted under the Local Government Act 1993 (NSW) and has its principal place of business at:

256 Crawford Street
Queanbeyan NSW 2620

Through the use of the internet, we have ensured that our reporting is timely, complete and available at minimum cost. All press releases, financial statements and other information are publicly available on our website: www.qprc.nsw.gov.au.

Queanbeyan-Palerang Regional Council

General Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to Section 413(2)(c) of the *Local Government Act 1993* (NSW)

The attached general purpose financial statements have been prepared in accordance with:

- the *Local Government Act 1993* and the regulations made thereunder.
- the Australian Accounting Standards and other pronouncements of the Australian Accounting Standards Board.
- the Local Government Code of Accounting Practice and Financial Reporting.

To the best of our knowledge and belief, these statements:

- present fairly the Council's operating result and financial position for the year.
- accord with Council's accounting and other records.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 22 September 2021.



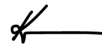
Cr Timothy Overall
Mayor



Cr Michele Biscotti
Deputy Mayor



Peter Tegart
Chief Executive Officer



Kate Monaghan
Responsible Accounting Officer

Queanbeyan-Palerang Regional Council

Statement of Comprehensive Income

for the year ended 30 June 2021

\$ '000	Notes	2021	2020
Net operating result for the year – from Income Statement		74,921	78,018
Other comprehensive income:			
Amounts that will not be reclassified subsequently to the operating result			
Gain (loss) on revaluation of infrastructure, property, plant and equipment	C1-7	<u>234,001</u>	<u>2,466</u>
Total other comprehensive income for the year		234,001	2,466
Total comprehensive income for the year attributable to Council		308,922	80,484

The above Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

Queanbeyan-Palerang Regional Council

Statement of Financial Position

as at 30 June 2021

\$ '000	Notes	2021	2020
ASSETS			
Current assets			
Cash and cash equivalents	C1-1	49,969	13,296
Investments	C1-2	71,269	105,461
Receivables	C1-4	28,050	36,058
Inventories	C1-5	344	272
Other		869	804
Non-current assets classified as 'held for sale'	C1-6	10,545	120
Total current assets		161,046	156,011
Non-current assets			
Investments	C1-2	71,400	71,200
Receivables	C1-4	64	80
Infrastructure, property, plant and equipment	C1-7	1,800,187	1,486,566
Intangible Assets	C1-8	6,459	7,002
Right of use assets	C2-1	158	172
Total non-current assets		1,878,268	1,565,020
Total assets		2,039,314	1,721,031
LIABILITIES			
Current liabilities			
Payables	C3-1	17,960	16,556
Contract liabilities	C3-2	20,463	20,549
Lease liabilities	C2-1	59	52
Borrowings	C3-3	5,992	5,373
Employee benefit provisions	C3-4	10,554	11,615
Provisions	C3-5	3,399	3,128
Total current liabilities		58,427	57,273
Non-current liabilities			
Lease liabilities	C2-1	101	121
Borrowings	C3-3	79,864	75,677
Employee benefit provisions	C3-4	798	594
Provisions	C3-5	5,584	1,748
Total non-current liabilities		86,347	78,140
Total liabilities		144,774	135,413
Net assets		1,894,540	1,585,618
EQUITY			
Accumulated surplus	C4-1	1,646,158	1,571,237
IPPE revaluation reserve	C4-1	248,382	14,381
Council equity interest		1,894,540	1,585,618
Total equity		1,894,540	1,585,618

The above Statement of Financial Position should be read in conjunction with the accompanying notes.

Queanbeyan-Palerang Regional Council

Statement of Changes in Equity

for the year ended 30 June 2021

\$ '000	Notes	as at 30/06/21			as at 30/06/20		
		Accumulated surplus	IPPE revaluation reserve	Total equity	Accumulated surplus	IPPE revaluation reserve	Total equity
Opening balance at 1 July		1,571,237	14,381	1,585,618	1,517,626	11,915	1,529,541
Changes due to AASB 1058 and AASB 15 adoption ¹		-	-	-	(24,407)	-	(24,407)
Restated opening balance		1,571,237	14,381	1,585,618	1,493,219	11,915	1,505,134
Net operating result for the year		74,921	-	74,921	78,018	-	78,018
Restated net operating result for the period		74,921	-	74,921	78,018	-	78,018
Gain on revaluation of infrastructure, property, plant and equipment	C1-7	-	234,001	234,001	-	2,466	2,466
Total comprehensive income		74,921	234,001	308,922	78,018	2,466	80,484
Closing balance		1,646,158	248,382	1,894,540	1,571,237	14,381	1,585,618

(1) Council's Accumulated Surplus balance was restated at 1 July 2019, as a result of the modified approach mandated for implementation of AASB 15 & 1058.

The above Statement of Changes in Equity should be read in conjunction with the accompanying notes.

Queanbeyan-Palerang Regional Council

Statement of Cash Flows

for the year ended 30 June 2021

Original unaudited budget 2021	\$ '000	Notes	Actual 2021	Actual 2020
Cash flows from operating activities				
<i>Receipts:</i>				
74,338	Rates and annual charges		75,788	71,364
30,412	User charges and fees		33,078	34,134
4,000	Investment and interest revenue received		5,377	4,660
69,056	Grants and contributions		71,125	57,403
–	Bonds, deposits and retention amounts received		564	592
2,395	Other		13,667	10,883
<i>Payments:</i>				
(41,058)	Employee benefits and on-costs		(42,032)	(40,531)
(38,744)	Materials and services		(84,639)	(76,290)
(4,274)	Borrowing costs		(3,302)	(3,499)
–	Bonds, deposits and retention amounts refunded		(187)	(1,182)
(11,839)	Other		(2,219)	(12,228)
84,286	Net cash flows from operating activities	G1-1a	67,220	45,306
Cash flows from investing activities				
<i>Receipts:</i>				
–	Sale of investments		30,842	53,286
32,000	Redemption of term deposits		69,075	64,400
–	Sale of real estate assets		351	593
1,170	Sale of infrastructure, property, plant and equipment		2,166	861
–	Deferred debtors receipts		16	16
<i>Payments:</i>				
–	Purchase of investment securities		(26,850)	(43,089)
–	Acquisition of term deposits		(39,075)	(41,000)
(170,861)	Purchase of infrastructure, property, plant and equipment		(71,769)	(75,600)
–	Purchase of intangible assets		(53)	(251)
(137,691)	Net cash flows from investing activities		(35,297)	(40,784)
Cash flows from financing activities				
<i>Receipts:</i>				
60,474	Proceeds from borrowings		10,180	1,634
<i>Payments:</i>				
(7,037)	Repayment of borrowings		(5,374)	(5,386)
–	Principal component of lease payments		(56)	(54)
53,437	Net cash flows from financing activities		4,750	(3,806)
32	Net change in cash and cash equivalents		36,673	716
13,296	Cash and cash equivalents at beginning of year		13,296	12,580
13,328	Cash and cash equivalents at end of year	C1-1	49,969	13,296

The above Statement of Cash Flows should be read in conjunction with the accompanying notes.

Queanbeyan-Palerang Regional Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

A About Council and these financial statements	11
A1-1 Basis of preparation	11
B Financial Performance	14
B1 Functions or activities	14
B1-1 Functions or activities – income, expenses and assets	14
B1-2 Components of functions or activities	15
B2 Sources of income	16
B2-1 Rates and annual charges	16
B2-2 User charges and fees	16
B2-3 Other revenue	17
B2-4 Grants and contributions	18
B2-5 Interest and investment revenue	20
B3 Costs of providing services	21
B3-1 Employee benefits and on-costs	21
B3-2 Materials and services	21
B3-3 Borrowing costs	21
B3-4 Depreciation, amortisation and impairment of non-financial assets	22
B3-5 Other expenses	22
B4 Gains or losses	24
B4-1 Gain or loss from the disposal, replacement and de-recognition of assets	24
B5 Performance against budget	25
B5-1 Material budget variations	25
C Financial position	27
C1 Assets we manage	27
C1-1 Cash and cash equivalents	27
C1-2 Financial investments	27
C1-3 Restricted cash, cash equivalents and investments	28
C1-4 Receivables	29
C1-5 Inventories	30
C1-6 Non-current assets classified as held for sale	30
C1-7 Infrastructure, property, plant and equipment	31
C1-8 Intangible assets	34
C1-9 Other	34
C2 Leasing activities	36
C2-1 Council as lessee	36
C3 Liabilities of Council	38
C3-1 Payables	38
C3-2 Contract Liabilities	38
C3-3 Borrowings	39
C3-4 Employee benefit provisions	41
C3-5 Provisions	41
C4 Reserves	43

Queanbeyan-Palerang Regional Council

Contents for the notes to the Financial Statements for the year ended 30 June 2021

C4-1 Nature and purpose of reserves	43
D Council structure	44
D1 Results by fund	44
D1-1 Income Statement by fund	44
D1-2 Statement of Financial Position by fund	44
E Risks and accounting uncertainties	46
E1-1 Risks relating to financial instruments held	46
E2-1 Fair value measurement	49
E3-1 Contingencies	52
F People and relationships	55
F1 Related party disclosures	55
F1-1 Key management personnel (KMP)	55
F1-2 Councillor and Mayoral fees and associated expenses	56
F2 Other relationships	57
F2-1 Audit fees	57
G Other matters	58
G1-1 Statement of Cash Flows information	58
G2-1 Commitments	59
G3-1 Events occurring after the reporting period	60
G4 Statement of developer contributions as at 30 June 2021	61
G4-1 Summary of developer contributions	61
G4-2 Developer contributions by plan	61
G4-3 Contributions not under plans	62
G5 Statement of performance measures	63
G5-1 Statement of performance measures – consolidated results	63
G5-2 Statement of performance measures by fund	64
H Additional Council disclosures (unaudited)	65
H1-1 Statement of performance measures – consolidated results (graphs)	65

A About Council and these financial statements

A1-1 Basis of preparation

These financial statements were authorised for issue by Council on 20 December 2021. Council has the power to amend and reissue these financial statements in cases where critical information is received from public submissions or where the OLG directs Council to amend the financial statements.

The principal accounting policies adopted in the preparation of these consolidated financial statements are set out below.

These policies have been consistently applied to all the years presented, unless otherwise stated.

These general purpose financial statements have been prepared in accordance with Australian Accounting Standards and Australian Accounting Interpretations, the *Local Government Act 1993 (Act)* and *Local Government (General) Regulation 2005 (Regulation)*, and the Local Government Code of Accounting Practice and Financial Reporting.

Council is a not for-profit entity.

The financial statements are presented in Australian dollars and are rounded to the nearest thousand dollars.

Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of certain infrastructure, property, plant and equipment and investment property.

Significant accounting estimates and judgements

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Council's accounting policies.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Council and that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

Council makes estimates and assumptions concerning the future.

The resulting accounting estimates will, by definition, seldom equal the related actual results.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year include:

- i. estimated fair values of infrastructure, property, plant and equipment – refer Note C1-7
- ii. estimated tip remediation provisions – refer Note C3-5
- iii. employee benefit provisions – refer Note C3-4.

Significant judgements in applying the Council's accounting policies

- i. Impairment of receivables – refer Note C1-4.
- ii. Determination of whether performance obligations are sufficiently specific and whether the contract is within the scope of AASB 15 *Revenue from Contracts with Customers* and / or AASB 1058 *Income of Not-for-Profit Entities* – refer to Notes B2-2 – B2-4.
- iii. Determination of the lease term, discount rate (when not implicit in the lease) and whether an arrangement contains a lease – refer to Note C2-1.

Monies and other assets received by Council

The Consolidated Fund

In accordance with the provisions of Section 409(1) of the *Local Government Act 1993*, all money and property received by Council is held in the Council's Consolidated Fund unless it is required to be held in the Council's Trust Fund.

The Consolidated Fund has been included in the financial statements of the Council.

Cash and other assets of the following entities have been included as part of the Consolidated Fund:

- general purpose operations
- water service

A1-1 Basis of preparation (continued)

- sewerage service

The Trust Fund

In accordance with the provisions of Section 411 of the *Local Government Act 1993 (NSW)* (as amended), a separate and distinct Trust Fund is maintained to account for all money and property received by the council in trust which must be applied only for the purposes of, or in accordance with, the trusts relating to those monies.

Trust monies and property subject to Council's control have not been included in these reports.

The following Trust monies and properties are held by Council but not considered to be under the control of Council and therefore are excluded from these financial statements:

- South East Weights and Loads
- Unclaimed money, funds held for sale of land, RFS donations and other money held in trust

A separate statement of monies held in the Trust Fund is available for inspection at the Council office by any person free of charge.

Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included with other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities that are recoverable from, or payable to, the taxation authority, are presented as operating cash flows.

Volunteer services

Council does not recognise volunteer services in the income statement. Council does not rely on volunteers in the provision of services, and would not purchase those services if they were not provided for free.

New accounting standards and interpretations issued but not yet effective

New accounting standards and interpretations issued but not yet effective

Certain new accounting standards and interpretations (ie. pronouncements) have been published by the Australian Accounting Standards Board that are not mandatory for the 30 June 2021 reporting period.

Council has elected not to apply any of these pronouncements in these financial statements before their operative dates.

As at the date of authorisation of these financial statements Council does not consider that any of these new (and still to be applied) standards and interpretations are likely to have a material impact on the Council's future financial statements, financial position, financial performance or cash flows.

New accounting standards adopted during the year

During the year Council adopted the following accounting standards and interpretations (as issued by the Australian Accounting Standards Board) which were mandatorily effective from 1 July 2020:

- AASB 1059 Service Concession Arrangements: Grantor and Associated Amendments
- AASB 2018 - 6 Amendments to Australian Accounting Standards – Definition of a Business
- AASB 2018 – 7 Amendments to Australian Accounting Standards – Definition of Material
- AASB 2019 – 3 Amendments to Australian Accounting Standards – Interest Rate Benchmark Reform
- AASB 2019 - 5 Amendments to Australian Accounting Standards – Disclosure of the Effect of New IFRS Standards Not Yet Issued in Australia

A1-1 Basis of preparation (continued)

- AASB 2019 – 7 Amendments to Australian Accounting Standards – Disclosure of GFS Measures of Key Fiscal Aggregates and GAAP / GFS Reconciliations
- AASB 2020 – 4 Amendments to Australian Accounting Standards – Covid-19 Related Rent Concessions

B Financial Performance

B1 Functions or activities

B1-1 Functions or activities - income, expenses and assets

Income, expenses and assets have been directly attributed to the following functions or activities. Details of those functions or activities are provided in Note B1-2.

\$ '000	Income		Expenses		Operating results		Grants		Carrying amount of assets	
	2021	2020	2021	2020	2021	2020	2021	2020	2021	2020
Functions or activities										
Community	4,473	5,607	12,287	13,095	(7,814)	(7,488)	1,438	1,996	7,212	5,954
Choice	1,845	2,428	3,836	3,615	(1,991)	(1,187)	461	1,142	-	-
Character	65,324	24,188	21,408	23,635	43,916	553	60,846	2,391	135,141	100,474
Connection	108,353	110,038	100,946	102,009	7,407	8,029	45,790	60,422	1,883,688	1,510,708
Capability	50,758	82,532	17,355	4,421	33,403	78,111	6,634	44,702	13,273	103,895
Total functions and activities	230,753	224,793	155,832	146,775	74,921	78,018	115,169	110,653	2,039,314	1,721,031

B1-2 Components of functions or activities

Community

- We are a friendly and caring community
- We feel safe in the places we visit in our built and natural environment
- We respect the indigenous relationships with the land we live on
- Our community and our identity are made vibrant by the expression of arts and culture around us

Choice

- We have a diverse, resilient and smart economy fostering businesses that create jobs and wealth for all in our community

Character

- We enjoy the natural beauty and opportunity of our natural environment, and act to protect it through our management of waste and energy

Connection

- We are well connected to accessible services and facilities that provide our needs for living, work and leisure

Capability

- We are served by a Council that listens to us and responds in our best interest in all their actions, and provides the leadership we need to achieve our common aspirations

B2 Sources of income

B2-1 Rates and annual charges

\$ '000	2021	2020
Ordinary rates		
Residential	30,208	28,872
Farmland	2,593	2,532
Business	6,334	6,179
Mining	23	25
Less: Pensioner rebates	(525)	(522)
Rates levied to ratepayers	38,633	37,086
Pensioner rate subsidies received	261	256
Total ordinary rates	38,894	37,342
Annual charges		
<small>(pursuant to s496, 496A, 496B, 501 & 611)</small>		
Domestic waste management services	7,571	7,220
Water supply	7,077	6,798
Sewerage services	17,085	16,403
Stormwater management services charge	374	368
Waste management services (not domestic)	4,038	3,828
Recycled water supply	622	549
Less: Pensioner rebates	(448)	(447)
Annual charges levied	36,319	34,719
Pensioner annual charges subsidies received	242	231
Total annual charges	36,561	34,950
Total rates and annual charges	75,455	72,292

Council has used 2019 year valuations provided by the NSW Valuer General in calculating its rates.

Accounting policy

Rates and annual charges are recognised as revenue at the beginning of the rating period to which they relate. Prepaid rates are recognised as a financial liability until the beginning of the rating period.

Pensioner rebates relate to reductions in rates and certain annual charges for eligible pensioners' place of residence in the local government council area that are not subsidised by the NSW Government.

Pensioner rate subsidies are received from the NSW Government to provide a contribution towards the pensioner rebates and are recognised within the underlying revenue item based on their substance.

B2-2 User charges and fees

\$ '000	2021	2020
User charges		
Water supply services	14,435	16,194
Sewerage services	1,181	1,153
Waste management services (not domestic)	63	45
Total user charges	15,679	17,392
Fees		
Private works - s67	118	1,957
Transport for NSW works (state roads not controlled by Council)	5,474	7,459
Building services - other	54	51
Planning and building - regulatory	2,729	1,819
Inspection fees	1,168	877
s10.7 certificates (EP&A Act)	153	148

B2-2 User charges and fees (continued)

\$ '000	2021	2020
s603 certificates	288	242
Registration fees	62	66
Cemeteries	1,169	1,102
Sports and aquatic centres	1,020	1,149
Community centres	1,386	1,443
Childcare	79	93
Saleyards	80	60
Regional landfill	1,046	1,332
Other	1,037	1,056
Total fees	15,863	18,854
Total user charges and fees	31,542	36,246
Timing of revenue recognition for user charges and fees		
User charges and fees recognised at a point in time	31,542	36,246
Total user charges and fees	31,542	36,246

Accounting policy

Revenue arising from user charges and fees is recognised when or as the performance obligation is completed and the customer receives the benefit of the goods / services being provided. However, Development Application fees are recognised as income prior to the development application being determined.

The performance obligation relates to the specific services which are provided to the customers and generally the payment terms are within 30 days of the provision of the service. Where an upfront fee is charged such as membership fees for the aquatic centre the fee is recognised on a straight-line basis over the expected life of the membership.

B2-3 Other revenue

\$ '000	2021	2020
Fines	795	872
Recycling income (non-domestic)	104	90
Insurance claims recoveries	98	88
Commissions and agency fees	12	16
Diesel rebate	243	4
Legal fees recovery	29	7
Risk management rebate	125	216
Other reimbursements	286	196
Redemption of carbon credits	525	-
Other	166	202
Total other revenue	2,383	1,691
Timing of revenue recognition for other revenue		
Other revenue recognised at a point in time	2,383	1,691
Total other revenue	2,383	1,691

Accounting policy for other revenue

Where the revenue is earned via the provision of specified goods / services under an enforceable contract, revenue is recognised when or as the the obligations are satisfied.

Statutory fees and fines are recognised as revenue when the service has been provided, the payment is received or when the penalty has been applied, whichever occurs first.

B2-3 Other revenue (continued)

Other revenue is recorded when the payment is due, the value of the payment is notified, or the payment is received, whichever occurs first.

B2-4 Grants and contributions

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
General purpose grants and non-developer contributions (untied)				
Financial Assistance Grant ¹				
– Relating to current year	3,008	3,072	–	–
– Prepayment received in advance for subsequent year	3,222	3,256	–	–
Amount recognised as income during current year	6,230	6,328	–	–
Special purpose grants and non-developer contributions (tied)				
Cash contributions				
Water supplies	–	53	–	–
Sewerage services	–	39	–	300
Community care	1,417	1,465	–	–
Economic development	–	1,142	–	–
Environmental programs	612	255	40	–
Recreation and culture	190	189	2,941	8,571
Storm/flood/fire damage	17,806	11,126	–	–
Transport for NSW contributions (regional roads, block grant)	1,997	1,997	–	219
Roads to recovery	1,505	1,528	–	–
Other roads and bridges	232	252	4,996	30,357
LIRS and Low Cost Loan Initiative subsidy	496	551	–	–
NSW Rural Fire Services	853	2,229	571	–
Other	853	350	13,205	75
Non-cash contributions				
Other	–	–	40,718	11,546
Total special purpose grants and non-developer contributions (tied)	25,961	21,176	62,471	51,068
Total grants and non-developer contributions	32,191	27,504	62,471	51,068
Comprising:				
– Commonwealth funding	1,265	4,074	988	41
– State funding	28,062	23,149	52,556	50,792
– Other funding	2,864	281	8,927	235
	32,191	27,504	62,471	51,068

(1) \$3m of the 2021-2022 Financial Assistance Grant from Commonwealth Government was received by Council in June 2021 and hence is reported as 2020-2021 income although it relates to 2021-2022 financial year.

Developer contributions

\$ '000	Notes	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Developer contributions: (s7.4 & s7.11 - EP&A Act, s64 of the LGA):					
Cash contributions	G4	151	365	8,510	6,159
Non-cash contributions		–	–	11,846	25,557
Total developer contributions		151	365	20,356	31,716
Total contributions		151	365	20,356	31,716

continued on next page ...

B2-4 Grants and contributions (continued)

\$ '000	Notes	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Total grants and contributions		32,342	27,869	82,827	82,784
Timing of revenue recognition for grants and contributions					
Grants and contributions recognised over time		–	12,846	–	39,522
Grants and contributions recognised at a point in time		32,342	15,023	82,827	43,262
Total grants and contributions		32,342	27,869	82,827	82,784

Unspent grants and contributions

Certain grants and contributions are obtained by Council on the condition they be spent in a specified manner or in a future period but which are not yet spent in accordance with those conditions are as follows:

\$ '000	Operating 2021	Operating 2020	Capital 2021	Capital 2020
Unspent funds at 1 July	4,390	4,514	26,378	29,414
Add: Funds recognised as revenue in the reporting year but not yet spent in accordance with the conditions	1,148	1,754	2,430	2,509
Add: Funds received and not recognised as revenue in the current year	390	65	3,785	14,579
Less: Funds recognised as revenue in previous years that have been spent during the reporting year	(1,680)	(1,457)	(5,438)	(2,051)
Less: Funds received in prior year but revenue recognised and funds spent in current year	(74)	(486)	(4,166)	(18,072)
Unspent funds at 30 June	4,174	4,390	22,989	26,379

Accounting policy**Grants and contributions – enforceable agreement with sufficiently specific performance obligations**

Grant and contribution revenue from an agreement which is enforceable and contains sufficiently specific performance obligations is recognised as or when control of each performance obligations is transferred.

The performance obligations vary according to the agreement but include events, provision of services and acquittal of funds. Payment terms vary depending on the terms of the grant, cash is received upfront for some grants and on the achievement of certain payment milestones for others.

Performance obligations may be satisfied either at a point in time or over time and this is reflected in the revenue recognition pattern. Point in time recognition occurs when the beneficiary obtains control of the goods / services at a single time (e.g. completion of the project when a report / outcome is provided), whereas over time recognition is where the control of the services is ongoing throughout the project (e.g. provision of community health services through the year).

Where control is transferred over time, generally the input methods of costs or time incurred are deemed to be the most appropriate methods to reflect the transfer of benefit.

Capital grants

Capital grants received by Council under an enforceable contract for the acquisition or construction of infrastructure, property, plant and equipment to identified specifications which will be under Council's control on completion are recognised as revenue as and when the obligation to construct or purchase is completed.

For construction projects, this is generally as the construction progresses in accordance with costs incurred since this is deemed to be the most appropriate measure of the completeness of the construction project.

For acquisitions of assets, the revenue is recognised when the asset is acquired and controlled by the Council.

B2-4 Grants and contributions (continued)

Developer contributions

Council has obligations to provide facilities from contribution revenues levied on developers under the provisions of sections 7.4, 7.11 and 7.12 of the *Environmental Planning and Assessment Act 1979* (EP&A Act).

While Council generally incorporates these amounts as part of a Development Consents Order, such developer contributions are only recognised as income upon receipt by Council, due to the possibility that individual development consents may not be acted upon by the applicant and, accordingly, would not be payable to Council.

Developer contributions may only be expended for the purposes for which the contributions were required, but Council may apply contributions according to the priorities established in work schedules for the contribution plan.

Other grants and contributions

Assets, including cash, received from other grants and contributions are recognised at fair value when the asset is received. Council considers whether there are any related liability or equity items associated with the asset which are recognised in accordance with the relevant accounting standard.

Once the assets and liabilities have been recognised then income is recognised for any remaining asset value at the time that the asset is received.

B2-5 Interest and investment revenue

\$ '000	2021	2020
Interest on financial assets measured at amortised cost		
– Overdue rates and annual charges	300	237
– Cash and investments	5,171	3,635
Dividend income relating to investments held at fair value through other comprehensive income	–	39
Total interest and investment revenue	5,471	3,911

Accounting policy

Interest income is recognised using the effective interest rate at the date that interest is earned.

Dividends are recognised as income in profit or loss when the shareholder's right to receive payment is established unless the dividend clearly represents a recovery of part of the cost of the investment.

B3 Costs of providing services

B3-1 Employee benefits and on-costs

\$ '000	2021	2020
Salaries and wages	34,735	34,379
Employee leave entitlements	3,418	4,029
Superannuation	3,708	3,716
Workers' compensation insurance	1,034	1,107
FBT	96	114
Payroll tax	110	79
Less: capitalised costs	(2,531)	(2,525)
Total employee costs expensed	40,570	40,899

Accounting policy

Employee benefit expenses are recorded when the service has been provided by the employee.

All employees of the Council are entitled to benefits on retirement, disability or death. Council contributes to various defined benefit plans and defined contribution plans on behalf of its employees.

Contributions to defined contribution plans are recognised as an expense as they become payable. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

Council participates in a defined benefit plan under the Local Government Superannuation Scheme, however, sufficient information to account for the plan as a defined benefit is not available and therefore Council accounts for its obligations to defined benefit plans on the same basis as its obligations to defined contribution plans, i.e. as an expense when it becomes payable – refer to Note E3-1 for more information.

B3-2 Materials and services

\$ '000	Notes	2021	2020
Raw materials and consumables		4,288	3,944
Consultancy costs		1,219	1,301
Contractor costs		41,544	32,681
Legal fees		880	724
IT expenses		2,177	1,963
Insurance		1,915	1,694
Street lighting		864	1,105
Electricity		2,029	1,829
Subscriptions and publications		666	658
Telephone		728	846
Repairs and maintenance		1,801	2,009
Postage, printing and stationery		480	596
Audit Fees	F2-1	149	150
Councillor and Mayoral fees and associated expenses	F1-2	256	277
Water charges – Icon Water		11,335	12,551
Other		2,253	2,455
Total materials and services		72,584	64,783

Accounting policy

Expenses are recorded on an accruals basis as the Council receives the goods or services.

B3-3 Borrowing costs

\$ '000	2021	2020
Interest on loans and advances	3,245	3,464
Interest on leases	4	3
Amortisation of discounts and premiums:		
– Remediation (tip) - Note C3-5	3,249	67

B3-3 Borrowing costs (continued)

\$ '000		2021	2020
– Interest-free loan received		–	20
Total borrowing costs expensed		6,498	3,554

Accounting policy

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed as incurred.

B3-4 Depreciation, amortisation and impairment of non-financial assets

\$ '000	Notes	2021	2020
Depreciation and amortisation			
Infrastructure, property, plant and equipment	C1-7	28,924	25,992
Right of use assets	C2-1	57	55
Intangible assets	C1-8	484	507
Total depreciation and amortisation costs		29,465	26,554
Impairment / revaluation decrement of IPPE			
Infrastructure Assets		–	8,224
Open space / recreational assets		–	–
Sewer Network		3,958	–
Land		592	–
Total impairment costs charged to Income Statement (IPPE)		4,550	8,224
Total depreciation, amortisation and impairment for non-financial assets		34,015	34,778

Accounting policy**Depreciation and amortisation**

Depreciation and amortisation are calculated using the straight line method to allocate their cost, net of their residual values, over their estimated useful lives.

Impairment of non-financial assets

Council assets held at fair value that are not held primarily for their ability to generate net cash flow, and that are deemed to be specialised, are not tested for impairment since these assets are assessed on an annual basis to ensure that the carrying amount is not materially different from fair value and therefore an impairment loss would be captured during this assessment.

Intangible assets not yet available for use, are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.

Other non-financial assets that do not meet the criteria above are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units).

Impairment losses for revalued assets are firstly offset against the amount in the revaluation surplus for the class of asset, with only the excess to be recognised in the Income Statement.

B3-5 Other expenses

\$ '000	Notes	2021	2020
Impairment of receivables	C1-4	11	(37)
Donations, contributions and assistance to other organisations (s356)		567	585
Contributions/levies to other levels of government			
– Emergency services levy (includes FRNSW, SES, and RFS levies)		1,587	1,213

B3-5 Other expenses (continued)

\$ '000	Notes	2021	2020
Total other expenses		2,165	1,761

Accounting policy

Other expenses are recorded on an accruals basis when Council has an obligation for the expenses.

Impairment expenses are recognised when identified.

B4 Gains or losses**B4-1 Gain or loss from the disposal, replacement and de-recognition of assets**

\$ '000	Notes	2021	2020
Gain (or loss) on disposal of infrastructure, property, plant and equipment	C1-7		
Proceeds from disposal		2,166	861
Less: carrying amount of assets sold		(1,552)	(2,729)
Gain (or loss) on disposal		614	(1,868)
Gain (or loss) on disposal of investments	C1-2		
Proceeds from disposal		30,842	53,286
Less: carrying value of investments		(30,842)	(52,611)
Gain (or loss) on disposal		-	675
Gain (or loss) on disposal of term deposits	C1-2		
Proceeds from disposal/redemptions/maturities – term deposits		69,075	64,400
Less: carrying amount of term deposits sold/redeemed/matured		(69,075)	(64,400)
Gain (or loss) on disposal		-	-
Gain (or loss) on disposal of non-current assets held for sale	C1-6		
Proceeds from disposal		351	593
Less: carrying amount of 'held for sale' assets sold/written off		(120)	(400)
Gain (or loss) on disposal		231	193
Gain (or loss) on disposal of intangible assets	C1-8		
Less: carrying amount of intangible assets sold/written off		(112)	-
Gain (or loss) on disposal		(112)	-
NET GAIN (OR LOSS) FROM DISPOSAL OF ASSETS		733	(1,000)

Accounting policy

Gains and losses on disposals are determined by comparing proceeds with carrying amount. The gain or loss on sale of an asset is determined when control of the asset has irrevocably passed to the buyer and the asset is de-recognised.

B5 Performance against budget

B5-1 Material budget variations

Council's original budget was adopted by the Council on 24/06/2020 and is not required to be audited. The original projections on which the budget was based have been affected by a number of factors. These include state and federal government decisions, including new grant programs, changing economic activity, environmental factors, and by decisions made by Council.

While these General Purpose Financial Statements include the original budget adopted by Council, the Act requires Council to review its financial budget on a quarterly basis, so it is able to manage the variation between actuals and budget that invariably occur during the year.

Material variations of more than 10% between original budget and actual results or where the variance is considered material by nature are explained below.

Variation Key: **F** = Favourable budget variation, **U** = Unfavourable budget variation.

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
REVENUES				
Rates and annual charges	74,537	75,455	918	1% F
User charges and fees	30,315	31,542	1,227	4% F
Other revenues	2,393	2,383	(10)	0% U
Operating grants and contributions	15,714	32,342	16,628	106% F
Natural disaster funding of \$17.8m received due to fires and floods in the region in 2020 and 2021.				
Capital grants and contributions	60,747	82,827	22,080	36% F
Non-cash capital contributions of \$40.7m recognised as a state government contribution towards Ellerton Drive.				
Interest and investment revenue	4,000	5,471	1,471	37% F
Increased investment returns due to managed funds held by council recovering from a downturn in 2020.				
Net gains from disposal of assets	770	733	(37)	(5)% U
EXPENSES				
Employee benefits and on-costs	45,875	40,570	5,305	12% F
Decrease in salaries due to staff attrition and vacancies. Low interest rates have decreased employee leave liabilities offsetting leave expenditure.				
Materials and services	34,802	72,584	(37,782)	(109)% U
Restoration works on fire and flood affected areas has increased operational expenditure on infrastructure. This has been partly offset by increased grant income. Reallocation of line items between "other expenses" and "materials and services" has also impacted the variance.				
Borrowing costs	4,274	6,498	(2,224)	(52)% U
A review of the estimated costs to restore council tips has led to an increase of \$3m.				
Depreciation, amortisation and impairment of non-financial assets	28,054	34,015	(5,961)	(21)% U
As part of Council's external revaluation of IPPE, Council recorded a \$4.55M revaluation decrement.				
Other expenses	11,838	2,165	9,673	82% F
Reallocation of line items between "other expenses" and "materials and services" is responsible for this variance.				

STATEMENT OF CASH FLOWS

B5-1 Material budget variations (continued)

\$ '000	2021 Budget	2021 Actual	2021 ----- Variance -----	
Cash flows from operating activities	84,286	67,220	(17,066)	(20)% U
Restoration costs from the natural disasters of 2020 and 2021 have increased operational expenditure, partly offset by the receipt of grants.				
Cash flows from investing activities	(137,691)	(35,297)	102,394	(74)% F
Deferral of capital projects has impacted the investment in IPPE.				
Cash flows from financing activities	53,437	4,750	(48,687)	(91)% U
Deferral of capital projects has delayed the draw down of borrowings.				

C Financial position

C1 Assets we manage

C1-1 Cash and cash equivalents

\$ '000	2021	2020
Cash at bank and on hand	8,114	2,487
Deposits at call	41,855	10,809
Total cash and cash equivalents	49,969	13,296

Reconciliation of cash and cash equivalents

Total cash and cash equivalents per Statement of Financial Position	49,969	13,296
Balance as per the Statement of Cash Flows	49,969	13,296

Accounting policy

For Statement of Cash Flow presentation purposes, cash and cash equivalents include: cash on hand; deposits held at call with financial institutions; other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value; and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the Statement of Financial Position.

C1-2 Financial investments

\$ '000	2021		2020	
	Current	Non-current	Current	Non-current
Financial assets at fair value through the profit and loss				
Managed funds	35,469	–	31,961	–
Non-convertible debentures or floating rate notes	9,800	54,400	22,500	49,200
Debt securities at amortised cost				
Term deposits	26,000	17,000	51,000	22,000
Total	71,269	71,400	105,461	71,200

Accounting policy

Financial instruments are recognised initially on the date that the Council becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, Council classifies its financial assets into the following categories – those measured at:

- amortised cost
- fair value through profit and loss (FVTPL)
- fair value through other comprehensive income – equity instrument (FVOCI-equity)

Financial assets are not reclassified subsequent to their initial recognition.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows, and
- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

C1-2 Financial investments (continued)

Council's financial assets measured at amortised cost comprise trade and other receivables, term deposits and cash and cash equivalents in the Statement of Financial Position. Term deposits with an initial term of more than 3 months are classified as investments rather than cash and cash equivalents.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income, impairment and gains or loss on de-recognition are recognised in profit or loss.

Fair value through other comprehensive income – equity instruments

Asset measured at fair value through other comprehensive income are strategic investments over which the entity does not have significant influence or control which are not held for trading purposes.

These investments are carried at fair value with changes in fair value recognised in other comprehensive income (financial asset reserve). On disposal any balance in the financial asset reserve is transferred to accumulated surplus and is not reclassified to profit or loss.

Other net gains and losses excluding dividends are recognised in the Other Comprehensive Income Statement.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at fair value through profit or loss.

Net gains or losses, including any interest or dividend income, are recognised in profit or loss.

Council's financial assets measured at FVTPL comprise investments in FRNs and NCDs and managed funds.

C1-3 Restricted cash, cash equivalents and investments

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Total cash, cash equivalents and investments	121,238	71,400	118,757	71,200
External restrictions	108,727	71,400	109,358	71,200
Internal restrictions	12,237	–	9,311	–
Unrestricted	274	–	88	–
	121,238	71,400	118,757	71,200

\$ '000	2021	2020
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External restrictions

External restrictions included in cash, cash equivalents and investments above comprise:

Water fund	27,001	24,511
Sewer fund	64,740	62,107
Developer contributions:		
– General fund	31,564	30,012
– Water fund	5,969	8,280
– Sewer fund	10,238	12,546
Specific purpose unexpended grants:		
– General fund	27,163	30,769
Specific purpose unexpended loans:		
– Water fund	–	269
– General fund	2,453	2,320
Domestic waste management	10,586	8,505
Stormwater management	122	989
Other	291	250

C1-3 Restricted cash, cash equivalents and investments (continued)

\$ '000	2021	2020
Total external restrictions	180,127	180,558
Internal restrictions		
Council has internally restricted cash, cash equivalents and investments as follows:		
Plant and vehicle replacement	1,703	2,211
Infrastructure replacement	128	798
Employees leave entitlement	480	480
Deposits, retentions and bonds	196	196
Corporate reserve	1,087	42
Business waste management	4,830	3,380
WH&S	323	62
Risk management	–	165
Heritage grant program	106	83
Property reserve	2,010	492
Environmental & sustainability	283	347
Elections	406	306
Revolving energy	130	197
Strategic	158	158
Other	397	394
Total internal restrictions	12,237	9,311
Total restrictions	192,364	189,869

Internal restrictions over cash, cash equivalents and investments are those assets restricted only by a resolution of the elected Council.

C1-4 Receivables

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Rates and annual charges	7,045	228	6,913	316
Interest and extra charges	660	53	566	75
User charges and fees	12,605	–	12,555	–
Government grants and subsidies	6,172	–	13,633	–
Net GST receivable	1,404	–	1,803	–
Deferred debtors	16	64	16	80
Other	190	–	603	–
Total	28,092	345	36,089	471
Less: provision for impairment:				
– Rates and annual charges	–	(228)	–	(316)
– Interest and extra charges	–	(53)	–	(75)
– User charges and fees	(42)	–	(31)	–
Total	(42)	(281)	(31)	(391)
NET RECEIVABLES	28,050	64	36,058	80

Accounting policy

Receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less provision for impairment. Receivables are generally due for settlement within 30 days.

Impairment

Impairment of financial assets measured at amortised cost is recognised on an expected credit loss (ECL) basis.

C1-4 Receivables (continued)

When estimating ECL, Council considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on Council's historical experience and informed credit assessment, and including forward-looking information.

Council uses the simplified approach for trade receivables where the expected lifetime credit losses are recognised on day 1.

When considering the ECL for rates and annual charges debtors, Council takes into account that unpaid rates represent a charge against the rateable property that will be recovered when the property is next sold.

Credit losses are measured at the present value of the difference between the cash flows due to the entity in accordance with the contract, and the cash flows expected to be received. This is applied using a probability weighted approach.

Council writes off a receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings.

None of the receivables that have been written off are subject to enforcement activity.

Where Council renegotiates the terms of receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

C1-5 Inventories

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
At cost:				
Stores and materials	344	-	272	-
Total inventories	344	-	272	-

Accounting policy

Raw materials and stores, work in progress and finished goods

Raw materials and stores, work in progress and finished goods are stated at the lower of cost and net realisable value. Costs are assigned to individual items of inventory on the basis of weighted average costs. Costs of purchased inventory are determined after deducting rebates and discounts. Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

C1-6 Non-current assets classified as held for sale

\$ '000	2021	2020
Land	10,545	120
	10,545	120

The assets held for sale represent small parcels of land previously identified and agreed by Council to be sold as soon as practicable, the timing of which is reflective of the activities required to be undertaken.

Accounting policy

Non-current assets are classified as held for sale if their carrying amount will be recovered principally through a sale transaction rather than through continued use. They are measured at the lower of their carrying amount and fair value less costs to sell.

Non-current assets are not depreciated or amortised while they are classified as held for sale.

C1-7 Infrastructure, property, plant and equipment

By aggregated asset class	At 1 July 2020			Asset movements during the reporting period									At 30 June 2021		
	Gross carrying amount	Accumulated depreciation & impairment	Net carrying amount	Renewals	New assets	Carrying value of disposals	Depreciation	Impairment loss / revaluation decrements (recognised in P/L)	WIP transfers	Transfers	Tfrs from/(to) 'held for sale' category	Revaluation increments / (decrements)	Gross carrying amount	Accumulated depreciation & impairment	Net carrying amount
\$ '000															
Capital work in progress	63,045	–	63,045	13,159	23,549	–	–	–	(49,764)	–	–	–	49,989	–	49,989
Equipment, furniture and fittings	28,580	(16,765)	11,815	4,168	–	(468)	(3,662)	–	–	(135)	–	–	28,656	(16,939)	11,717
Land	148,511	–	148,511	–	1,716	(675)	–	(592)	2,976	67	(10,545)	24,244	165,702	–	165,702
Land improvements	–	–	–	–	1,085	–	–	–	21	–	–	–	1,106	–	1,106
Infrastructure:															
– Buildings and other structures	137,797	(59,092)	78,705	3,151	601	(4)	(2,553)	–	1,344	(788)	–	22,228	150,561	(47,876)	102,685
– Roads, bridges and footpaths	459,364	(148,187)	311,177	14,988	35,137	(465)	(11,813)	–	28,860	(10,752)	–	59,280	543,674	(117,261)	426,413
– Other road assets (including bulk earthworks)	462,643	(18,207)	444,436	2,480	12,900	–	(624)	–	12,672	37,214	–	70,087	607,427	(28,262)	579,165
– Stormwater drainage	182,377	(68,808)	113,569	2,832	3,644	–	(1,476)	–	2,309	(28,303)	–	33,733	200,982	(74,674)	126,308
– Water supply network	164,790	(58,664)	106,126	970	517	(8)	(2,178)	–	98	1,309	–	28,107	233,959	(99,018)	134,941
– Sewerage network	272,503	(95,678)	176,825	833	1,656	(71)	(5,242)	(3,958)	250	1,725	–	(3,935)	272,470	(104,387)	168,083
– Open space / recreational assets	46,348	(14,452)	31,896	941	–	–	(1,242)	–	1,234	(337)	–	257	43,457	(10,708)	32,749
Other assets	1,213	(845)	368	145	–	–	(103)	–	–	–	–	–	664	(255)	409
Tip assets	4,701	(4,608)	93	–	858	–	(31)	–	–	–	–	–	8,984	(8,064)	920
Totals	1,971,872	(485,306)	1,486,566	43,667	81,663	(1,691)	(28,924)	(4,550)	–	–	(10,545)	234,001	2,307,631	(507,444)	1,800,187

C1-7 Infrastructure, property, plant and equipment (continued)

By aggregated asset class	At 1 July 2019			Asset movements during the reporting period							At 30 June 2020		
	Gross carrying amount	Accumulated depreciation & impairment	Net carrying amount	Renewals	New assets	Carrying value of disposals	Depreciation	Impairment	Transfers	Revaluation increments / (decrements)	Gross carrying amount	Accumulated depreciation & impairment	Net carrying amount
\$ '000													
Capital work in progress	89,143	–	89,143	9,898	11,841	–	–	–	(47,837)	–	63,045	–	63,045
Equipment, furniture and fittings	26,940	(14,449)	12,491	3,541	–	(703)	(3,755)	–	241	–	28,580	(16,765)	11,815
Land	146,914	–	146,914	–	1,597	–	–	–	–	–	148,511	–	148,511
Infrastructure:													
– Buildings and other structures	122,249	(53,935)	68,314	384	916	(47)	(2,454)	–	11,592	–	137,797	(59,092)	78,705
– Roads, bridges and footpaths	769,954	(132,464)	637,490	9,311	47,091	(418)	(8,554)	(6,272)	(367,471)	–	459,364	(148,187)	311,177
– Other road assets (including bulk earthworks)	50,501	(17,658)	32,843	947	17,445	(1,111)	(548)	(1,259)	396,119	–	462,643	(18,207)	444,436
– Stormwater drainage	179,736	(66,485)	113,251	2,083	718	–	(1,804)	(693)	14	–	182,377	(68,808)	113,569
– Water supply network	161,185	(56,097)	105,088	399	279	(46)	(2,135)	–	1,554	987	164,790	(58,664)	106,126
– Sewerage network	260,702	(90,767)	169,935	3,042	775	(397)	(5,105)	–	7,096	1,479	272,503	(95,678)	176,825
– Open space / recreational assets	48,111	(15,965)	32,146	2,304	–	–	(1,246)	–	(1,308)	–	46,348	(14,452)	31,896
Other assets	1,081	(743)	338	132	–	–	(102)	–	–	–	1,213	(845)	368
Tip assets	5,089	(4,707)	382	–	–	–	(289)	–	–	–	4,701	(4,608)	93
Totals	1,861,605	(453,270)	1,408,335	32,041	80,662	(2,722)	(25,992)	(8,224)	–	2,466	1,971,872	(485,306)	1,486,566

C1-7 Infrastructure, property, plant and equipment (continued)

Accounting policy

Initial recognition of infrastructure, property, plant and equipment (IPPE)

IPPE is measured initially at cost. Cost includes the fair value of the consideration given to acquire the asset (net of discounts and rebates) and any directly attributable cost of bringing the asset to working condition for its intended use (inclusive of import duties and taxes).

When infrastructure, property, plant and equipment is acquired by Council at significantly below fair value, the assets are initially recognised at their fair value at acquisition date.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

Useful lives of IPPE

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost, net of their residual values, over their estimated useful lives as follows:

	Useful lives
Equipment, furniture and fittings	4-25
Land	n/a
Land improvements	n/a
Infrastructure:	
– Buildings and other structures	40-200
– Roads, bridges and footpaths	10-100
– Bulk earthworks	n/a
– Stormwater drainage	100
– Water supply network	5-100
– Sewerage network	5-100
– Open space / recreational assets	5-100
Other assets	5
Tip assets	20

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each reporting date.

Revaluation model

Infrastructure, property, plant and equipment are held at fair value. Comprehensive valuations are performed at least every 5 years, however the carrying amount of assets is assessed by Council at each reporting date to confirm that it is not materially different from current fair value.

Water and sewerage network assets are indexed at each reporting period in accordance with the Rates Reference Manual issued by Department of Planning, Industry and Environment – Water.

Increases in the carrying amounts arising on revaluation are credited to the IPPE revaluation reserve. To the extent that the increase reverses a decrease previously recognising profit or loss relating to that asset class, the increase is first recognised as profit or loss. Decreases that reverse previous increases of assets in the same class are first charged against IPPE revaluation reserve to the extent of the remaining reserve attributable to the class; all other decreases are charged to the Income Statement.

Land under roads

Land under roads is land under roadways and road reserves including land under footpaths, nature strips and median strips.

Council has elected not to recognise land under roads acquired before 1 July 2008. Land under roads acquired after 1 July 2008 is recognised in accordance with the IPPE accounting policy.

Crown reserves

Crown reserves under Council's care and control are recognised as assets of the council. While ownership of the reserves remains with the Crown, Council retains operational control of the reserves and is responsible for their maintenance and use in accordance with the specific purposes to which the reserves are dedicated. Where the Crown reserves are under a lease agreement they are accounted for under AASB 16 Leases, refer to Note C2-1.

C1-7 Infrastructure, property, plant and equipment (continued)

Improvements on Crown reserves are also recorded as assets, while maintenance costs incurred by Council and revenues relating to the reserves are recognised within Council's Income Statement.

Rural Fire Service assets

Under Section 119 of the Rural Fire Services Act 1997 (NSW), "all firefighting equipment purchased or constructed wholly or from money to the credit of the Fund is to be vested in the council of the area for or on behalf of which the firefighting equipment has been purchased or constructed".

Council recognises RFS buildings and land, however Council does not recognise RFS plant and equipment as it is not under Council control.

C1-8 Intangible assets

\$ '000	2021	2020
Software		
Opening values at 1 July		
Gross book value	4,925	5,707
Accumulated amortisation	(982)	(1,501)
Net book value – opening balance	3,943	4,206
Movements for the year		
Purchases	53	251
Amortisation charges	(484)	(507)
Carrying value of disposals	(112)	(7)
Closing values at 30 June		
Gross book value	4,633	4,925
Accumulated amortisation	(1,233)	(982)
Total software – net book value	3,400	3,943
Bio-banking credit		
Opening values at 1 July		
Gross book value	3,059	3,059
Net book value – opening balance	3,059	3,059
Closing values at 30 June		
Gross book value	3,059	3,059
Total intangible assets – net book value	6,459	7,002

Accounting policy

Software development costs include only those costs directly attributable to the development phase (including external direct costs of materials and services, direct payroll, and payroll-related costs of employees' time spent on the project) and are only recognised following completion of technical feasibility, and where Council has an intention and ability to use the asset. Amortisation is calculated on a straight-line basis over periods generally ranging from three to five years.

Biobanking credits are held by Council as part of the Ellerton Drive environmental offset scheme. Council is required to hold these assets for perpetuity and as such are held as intangible assets with no amortisation.

C1-9 Other

C1-9 Other (continued)**Other assets**

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Prepayments	<u>869</u>	<u>–</u>	<u>804</u>	<u>–</u>
Total other assets	<u>869</u>	<u>–</u>	<u>804</u>	<u>–</u>

C2 Leasing activities

C2-1 Council as lessee

Council has leases over office equipment. Information relating to the leases in place and associated balances and transactions is provided below.

Terms and conditions of leases

Leases for office and IT equipment are generally for low value assets, except for significant items such as photocopiers. The leases are for between 3 and 5 years with no renewal option, and the payments are fixed.

(a) Right of use assets

\$ '000	Office Equipment	Total
2021		
Opening balance at 1 July	172	172
Additions	43	43
Depreciation charge	(57)	(57)
Balance at 30 June	158	158
2020		
Adoption of AASB 16 at 1 July 2019 – first time lease recognition	123	123
Additions	104	104
Depreciation charge	(55)	(55)
Balance at 30 June	172	172

(b) Lease liabilities

The maturity analysis of lease liabilities based on contractual undiscounted cash flows is shown in the table below:

\$ '000	< 1 year	1 – 5 years	> 5 years	Total	Total per Statement of Financial Position
2021					
Cash flows	59	101	–	160	160
2020					
Cash flows	55	124	–	179	173

(c) Income Statement

The amounts recognised in the Income Statement relating to leases where Council is a lessee are shown below:

\$ '000	2021	2020
Interest on lease liabilities	4	3
Depreciation of right of use assets	57	55
Expenses relating to short-term leases	–	5
Expenses relating to low-value leases	49	51
	110	114

(d) Statement of Cash Flows

C2-1 Council as lessee (continued)

\$ '000	2021	2020
Total cash outflow for leases	(110)	(114)
	(110)	(114)

(e) Leases at significantly below market value – concessionary / peppercorn leases

Council has a number of leases at significantly below market for land and buildings which are used for:

- sewerage treatment works

The lease is for 99 years and requires payments of a maximum amount of \$80 per year. The use of the right-to-use asset is restricted by the lessors to specified community services which Council must provide, these services are detailed in the leases.

Council does not believe that any of the leases in place are individually material from a statement of financial position or performance perspective.

Accounting policy

At inception of a contract, Council assesses whether a lease exists – i.e. does the contract convey the right to control the use of an identified asset for a period of time in exchange for consideration?

Council has elected not to separate non-lease components from lease components for any class of asset and has accounted for payments as a single component.

At the lease commencement, Council recognises a right-of-use asset and associated lease liability for the lease term. The lease term includes extension periods where Council believes it is reasonably certain that the option will be exercised.

The right-of-use asset is measured using the cost model where cost on initial recognition comprises: the lease liability, initial direct costs, prepaid lease payments, estimated cost of removal and restoration, less any lease incentives received. The right-of-use asset is depreciated over the lease term on a straight-line basis and assessed for impairment in accordance with the impairment of asset accounting policy.

The lease liability is initially recognised at the present value of the remaining lease payments at the commencement of the lease. The discount rate is the rate implicit in the lease, however where this cannot be readily determined then the Council's incremental borrowing rate for a similar term with similar security is used.

Subsequent to initial recognition, the lease liability is measured at amortised cost using the effective interest rate method. The lease liability is re-measured when there is a lease modification, or change in estimate of the lease term or index upon which the lease payments are based (e.g. CPI).

Where the lease liability is re-measured, the right-of-use asset is adjusted to reflect the re-measurement.

Exceptions to lease accounting

Council has applied the exceptions to lease accounting for both short-term leases (i.e. leases with a term of less than or equal to 12 months) and leases of low-value assets. Council recognises the payments associated with these leases as an expense on a straight-line basis over the lease term.

Leases at significantly below market value / Concessionary leases

Council has elected to measure the right of use asset arising from the concessionary leases at cost which is based on the associated lease liability at initial recognition.

C3 Liabilities of Council

C3-1 Payables

\$ '000	2021		2020	
	Current	Non-current	Current	Non-current
Goods and services	11,345	–	10,228	–
Accrued wages and salaries	798	–	1,300	–
Accrued expenses	474	–	527	–
Deposits and retentions	2,369	–	1,992	–
Prepaid rates	2,974	–	2,509	–
Total payables	17,960	–	16,556	–

\$ '000	2021	2020
Current payables not expected to be settled within the next 12 months	2,005	642

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Payables represent liabilities for goods and services provided to Council prior to the end of financial year that are unpaid. The amounts are unsecured and are usually paid within 30 days of recognition.

C3-2 Contract Liabilities

\$ '000	Notes	2021		2020	
		Current	Non-current	Current	Non-current
Funds to construct Council controlled assets	(i)	20,427	–	20,320	–
Funds received prior to performance obligation being satisfied (upfront payments - AASB 15)	(ii)	–	–	172	–
Upfront fees - sports, aquatic, and community centres	(iii)	36	–	57	–
Total contract liabilities		20,463	–	20,549	–

Notes

(i) Council has received funding to construct assets including sporting facilities, roads and other infrastructure. The funds received are under an enforceable contract which require Council to construct an identified asset which will be under Council's control on completion. The revenue is recognised as Council constructs the asset and the contract liability reflects the funding received which cannot yet be recognised as revenue. The revenue is expected to be recognised in the next 12 months.

(ii) The contract liability relates to grants received prior to the revenue recognition criteria in AASB 15 being satisfied since the performance obligations are ongoing.

(iii) Upfront seasonal and annual fees for aquatics and sports centres do not meet the definition of a performance obligation and therefore the funds received are recorded as a contract liability on receipt and recognised as revenue over the season.

Revenue recognised that was included in the contract liability balance at the beginning of the period

\$ '000	2021	2020
Funds to construct Council controlled assets	6,869	18,072
Funds received prior to performance obligation being satisfied (upfront payments) - AASB 15	74	486

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C3-2 Contract Liabilities (continued)

	6,943	18,558
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Accounting policy

Contract liabilities are recorded when consideration is received from a customer / fund provider prior to Council transferring a good or service to the customer, Council presents the funds which exceed revenue recognised as a contract liability.

C3-3 Borrowings

\$ '000	2021 Current	2021 Non-current	2020 Current	2020 Non-current
Loans – unsecured	5,992	79,864	5,373	75,677
Total borrowings	5,992	79,864	5,373	75,677

(a) Changes in liabilities arising from financing activities

\$ '000	2020		Non-cash movements		2021
	Opening Balance	Cash flows	Acquisition	Other	Closing balance
Loans – unsecured	81,050	4,806	–	–	85,856
Lease liability (Note C2-1b)	173	(13)	–	–	160
Total liabilities from financing activities	81,223	4,793	–	–	86,016

\$ '000	2019		Non-cash movements			2020
	Opening Balance	Cash flows	Acquisition	Acquisition due to change in accounting policy	Other	Closing balance
Loans – unsecured	84,782	(3,732)	–	–	–	81,050
Lease liability (Note C2-1b)	–	(54)	104	–	123	173
Total liabilities from financing activities	84,782	(3,786)	104	–	123	81,223

(b) Financing arrangements

\$ '000	2021	2020
(i) Total facilities:		
Bank overdraft facility ¹	2,000	2,000
Corporate credit cards	210	210
	2,210	2,210
Drawn facilities		
Corporate credit cards	25	77
	25	77
Undrawn facilities		
– Bank overdraft facilities	2,000	2,000
– Corporate credit cards	185	133
	2,185	2,133

(1) The bank overdraft facility may be drawn at any time and may be terminated by the bank without notice.

C3-3 Borrowings (continued)

Breaches and defaults

During the current and prior year, there were no defaults or breaches on any of the loans.

Accounting policy

Council measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down.

Borrowings are removed from the Statement of Financial Position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in other income or borrowing costs.

C3-4 Employee benefit provisions

\$ '000	2021	2021	2020	2020
	Current	Non-current	Current	Non-current
Annual leave	3,464	–	3,843	–
Long service leave	7,090	798	7,772	594
Total employee benefit provisions	10,554	798	11,615	594

Current provisions not expected to be settled within the next twelve months

\$ '000	2021	2020
Provisions – employees benefits	7,018	8,014
	7,018	8,014

Accounting policy

Employee benefit provisions are presented as current liabilities in the Statement of Financial Position if Council does not have an unconditional right to defer settlement for at least 12 months after the reporting date, regardless of when the actual settlement is expected to occur and therefore all annual leave and vested long service leave (or that which vests within 12 months) is presented as current.

Short-term obligations

Liabilities for wages and salaries (including non-monetary benefits, annual leave and accumulating sick leave expected to be wholly settled within 12 months after the end of the period in which the employees render the related service) are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liability for annual leave and accumulating sick leave is recognised in the provision for employee benefits. All other short-term employee benefit obligations are presented as payables.

Other long-term employee benefit obligations

The liability for long-service leave and annual leave that is not expected to be wholly settled within 12 months after the end of the period in which the employees render the related service is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the end of the reporting period on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

On-costs

The employee benefit provisions include the aggregate on-cost liabilities that will arise when payment of current employee benefits is made in future periods.

These amounts include superannuation, payroll tax and workers compensation expenses which will be payable upon the future payment of certain leave liabilities which employees are entitled to at the reporting period.

C3-5 Provisions

\$ '000	2021	2021	2020	2020
	Current	Non-Current	Current	Non-Current
Asset remediation	3,399	5,584	3,128	1,748
Total provisions	3,399	5,584	3,128	1,748

Movements in provisions

\$ '000	Asset remediation	Net carrying amount
	2021	
At beginning of year	4,876	4,876
Changes to provision:		

continued on next page ...

C3-5 Provisions (continued)

\$ '000	Asset remediation	Net carrying amount
- Revised costs	3,954	3,954
Unwinding of discount	153	153
Total	8,983	8,983
2020		
At beginning of year	4,810	4,810
- Revised costs	-	-
Unwinding of discount	66	66
Total	4,876	4,876

Nature and purpose of provisions

Asset remediation

The asset remediation provision represents the present value estimate of future costs Council will incur to restore, rehabilitate and reinstate the tips as a result of past operations.

Accounting policy

Provisions are recognised when Council has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount has been reliably estimated.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the reporting date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as a borrowing cost.

Asset remediation – tips

Close-down and restoration costs include the dismantling and demolition of infrastructure, and the removal of residual materials and remediation of disturbed areas. Estimated close-down and restoration costs are provided for in the accounting period when the obligation arising from the related disturbance occurs, whether this occurs during the development or during the operation phase, based on the net present value of estimated future costs. Provisions for close-down and restoration costs do not include any additional obligations which are expected to arise from future disturbance. The cost estimates are calculated annually during the life of the operation to reflect known developments, e.g. updated cost estimates and revisions to the estimated lives of operations, and are subject to formal review at regular intervals.

The ultimate cost of environmental remediation is uncertain and cost estimates can vary in response to many factors, including changes to the relevant legal requirements, the emergence of new restoration techniques, or experience at other locations. The expected timing of expenditure can also change, for example in response to changes in quarry reserves or production rates. As a result, there could be significant adjustments to the provision for close down and restoration and environmental clean-up, which would affect future financial results.

Other movements in the provisions for close-down and restoration costs, including those resulting from new disturbance, updated cost estimates, changes to the estimated lives of operations, and revisions to discount rates, are capitalised within infrastructure, property, plant and equipment. These costs are then depreciated over the lives of the assets to which they relate.

C4 Reserves

C4-1 Nature and purpose of reserves

Infrastructure, property, plant and equipment revaluation reserve

The infrastructure, property, plant and equipment (IPPE) revaluation reserve is used to record increments and decrements in the revaluation of infrastructure, property, plant and equipment.

D Council structure

D1 Results by fund

General fund refers to all Council activities other than water and sewer. All amounts disclosed in this note are gross i.e. inclusive of internal charges and recoveries made between the funds. Assets and liabilities shown in the water and sewer columns are restricted for use for these activities.

D1-1 Income Statement by fund

\$ '000	General 2021	Water 2021	Sewer 2021
Income from continuing operations			
Rates and annual charges	51,030	7,056	17,726
User charges and fees	15,012	15,808	1,390
Other revenues	2,373	–	10
Grants and contributions provided for operating purposes	32,061	92	189
Grants and contributions provided for capital purposes	79,516	1,067	2,244
Interest and investment revenue	2,188	1,019	2,264
Net gain from disposal of assets	733	–	–
Total income from continuing operations	182,913	25,042	23,823
Expenses from continuing operations			
Employee benefits and on-costs	36,944	1,400	2,226
Materials and services	58,445	5,738	9,426
Borrowing costs	5,917	230	351
Depreciation, amortisation and impairment of non-financial assets	21,867	2,250	9,898
Other expenses	(9,309)	11,474	–
Net loss from the disposal of assets	(83)	12	71
Total expenses from continuing operations	113,781	21,104	21,972
Operating result from continuing operations	69,132	3,938	1,851
Net operating result for the year attributable to Council	69,132	3,938	1,851
Net operating result for the year before grants and contributions provided for capital purposes	(10,384)	2,871	(393)

D1-2 Statement of Financial Position by fund

ASSETS

Current assets

Cash and cash equivalents	19,615	9,238	21,116
Investments	32,507	11,855	26,907
Receivables	20,242	5,821	1,987
Inventories	344	–	–
Other	869	–	–
Non-current assets classified as held for sale	9,245	–	1,300
Total current assets	82,822	26,914	51,310

Non-current assets

Investments	32,568	11,877	26,955
Receivables	64	–	–
Infrastructure, property, plant and equipment	1,477,403	141,602	181,182
Intangible assets	6,459	–	–
Right of use assets	158	–	–
Total non-current assets	1,516,652	153,479	208,137

continued on next page ...

D1-2 Statement of Financial Position by fund (continued)

\$ '000	General 2021	Water 2021	Sewer 2021
TOTAL ASSETS	1,599,474	180,393	259,447
LIABILITIES			
Current liabilities			
Payables	17,353	412	195
Contract liabilities	20,463	–	–
Lease liabilities	59	–	–
Borrowings	5,435	217	340
Employee benefit provisions	9,847	382	325
Provisions	3,399	–	–
Total current liabilities	56,556	1,011	860
Non-current liabilities			
Lease liabilities	101	–	–
Borrowings	68,096	4,586	7,182
Employee benefit provisions	751	26	21
Provisions	5,584	–	–
Total non-current liabilities	74,532	4,612	7,203
TOTAL LIABILITIES	131,088	5,623	8,063
Net assets	1,468,386	174,770	251,384
EQUITY			
Accumulated surplus	1,259,027	135,764	251,367
IPPE revaluation reserve	209,359	39,006	17
Total equity	1,468,386	174,770	251,384

E Risks and accounting uncertainties

E1-1 Risks relating to financial instruments held

Council's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance team manages the cash and Investments portfolio with the assistance of independent advisors. Council has an investment policy which complies with s.625 of the Act and the Ministerial Investment Order. The policy is regularly reviewed by Council and a monthly investment report is provided to Council setting out the make-up performance of the portfolio as required by local government regulations.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance team under policies approved by the Councillors.

The fair value of Council's financial assets and financial liabilities approximates their carrying amount.

The risks associated with the financial instruments held are:

- interest rate risk – the risk that movements in interest rates could affect returns
- liquidity risk – the risk that Council will not be able to pay its debts as and when they fall due.
- credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument, resulting in a financial loss to the Council.

Council manages these risks by diversifying its portfolio and only purchasing investments with high credit ratings or capital guarantees. Council also seeks advice from independent advisers before placing any cash and investments.

(a) Market risk – interest rate and price risk

\$ '000	2021	2020
The impact on result for the year and equity of a reasonably possible movement in the price of investments held and interest rates is shown below. The reasonably possible movements were determined based on historical movements and economic conditions in place at the reporting date.		
Impact of a 1% movement in interest rates		
– Equity / Income Statement	1,572	1,579
Impact of a 10% movement in price of investments		
– Equity / Income Statement	3,547	3,196

(b) Credit risk

Council's major receivables comprise rates, annual charges, user charges and fees.

Council manages the credit risk associated with these receivables by monitoring outstanding debt and employing stringent debt recovery procedures. Council also encourages ratepayers to pay their rates by the due date through incentives.

The credit risk for liquid funds and other short-term financial assets is considered negligible, since the counterparties are reputable banks with high quality external credit ratings.

There are no significant concentrations of credit risk other than Council has significant credit risk exposures in its local area given the nature of Council activities.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance. The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivable in the financial statements.

There are no material receivables that have been subjected to a re-negotiation of repayment terms.

E1-1 Risks relating to financial instruments held (continued)

Credit risk profile

Receivables – rates and annual charges

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land; that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates which further encourages payment.

\$ '000	Not yet due	< 1 year overdue	1 - 2 years overdue	2 - 5 years overdue	> 5 years overdue	Total
2021						
Gross carrying amount	–	4,203	1,452	1,406	212	7,273
2020						
Gross carrying amount	–	4,327	1,442	1,204	256	7,229

Receivables - non-rates and annual charges and contract assets

Council applies the simplified approach for non-rates and annual charges debtors and contract assets to provide for expected credit losses, which permits the use of the lifetime expected loss provision at inception. To measure the expected credit losses, non-rates and annual charges debtors and contract assets have been grouped based on shared credit risk characteristics and the days past due.

The loss allowance provision is determined as follows. The expected credit losses incorporate forward-looking information.

\$ '000	Not yet due	< 30 days overdue	30 - 60 days overdue	60 - 90 days overdue	> 90 days overdue	Total
2021						
Gross carrying amount	15,342	2,018	1,042	133	2,629	21,164
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	1.60%	0.20%
ECL provision	–	–	–	–	42	42
2020						
Gross carrying amount	25,086	2,011	62	929	1,243	29,331
Expected loss rate (%)	0.00%	0.00%	0.00%	0.00%	2.02%	0.09%
ECL provision	–	–	–	–	25	25

E1-1 Risks relating to financial instruments held (continued)

(c) Liquidity risk

Payables, lease liabilities and borrowings are both subject to liquidity risk; that is, the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due.

Council manages this risk by monitoring its cash flow requirements and liquidity levels, and by maintaining an adequate cash buffer. Payment terms can be extended, and overdraft facilities drawn upon in extenuating circumstances.

Borrowings are also subject to interest rate risk: the risk that movements in interest rates could adversely affect funding costs. Council manages this risk through diversification of borrowing types, maturities and interest rate structures.

The finance team regularly reviews interest rate movements to determine if it would be advantageous to refinance or renegotiate part or all of the loan portfolio.

The timing of cash flows presented in the table below to settle financial liabilities reflects the earliest contractual settlement dates. The timing of expected outflows is not expected to be materially different from contracted cashflows.

The amounts disclosed in the table are the undiscounted contracted cash flows for non-lease liabilities (refer to Note C2-1(b) for lease liabilities) and therefore the balances in the table may not equal the balances in the Statement of Financial Position due to the effect of discounting.

\$ '000	Weighted average interest rate	Due within 1 year	Due between 1 & 5 years	Due after 5 years	Total contractu al cash outflows	Carrying values
2021						
Payables	0.00%	14,987	–	–	14,987	14,986
Borrowings	3.96%	5,992	26,958	52,906	85,856	85,856
Lease liabilities	4.33%	59	101	–	160	–
Total financial liabilities		21,038	27,059	52,906	101,003	100,842
2020						
Payables	0.00%	14,047	–	–	14,047	14,047
Borrowings	4.20%	5,373	34,538	41,139	81,050	81,050
Lease liabilities	4.33%	55	124	–	179	–
Total financial liabilities		19,475	34,662	41,139	95,276	95,097

E2-1 Fair value measurement

The Council measures the following asset and liability classes at fair value on a recurring basis:

- Infrastructure, property, plant and equipment
- Investment property

Fair value hierarchy

All assets and liabilities measured at fair value are assigned to a level in the fair value hierarchy as follows:

Level 1: Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date

Level 2: Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly or indirectly

Level 3: Unobservable inputs for the asset or liability

The table below shows the assigned level for each asset and liability held at fair value by Council:

\$ '000	Notes	Fair value measurement hierarchy					
		Level 2 Significant observable inputs		Level 3 Significant unobservable inputs		Total	
		2021	2020	2021	2020	2021	2020
Recurring fair value measurements							
Financial investments	C1-2						
At fair value through profit or loss		35,469	31,961	–	–	35,469	31,961
Infrastructure, property, plant and equipment							
Equipment, furniture and fittings	C1-7	–	–	11,717	11,815	11,717	11,815
Land		39,996	45,941	125,706	102,570	165,702	148,511
Land improvements		–	–	1,106	–	1,106	–
Buildings and other structures		–	–	102,685	78,705	102,685	78,705
Roads, bridges and footpaths		–	–	426,413	311,177	426,413	311,177
Other road assets (including bulk earthworks)		–	–	579,165	444,436	579,165	444,436
Stormwater drainage		–	–	126,308	113,569	126,308	113,569
Water supply network		–	–	134,941	106,126	134,941	106,126
Sewerage network		–	–	168,083	176,825	168,083	176,825
Open space/recreation assets		–	–	32,749	31,896	32,749	31,896
Other assets		–	–	409	368	409	368
Tip assets		–	–	920	93	920	93
Total infrastructure, property, plant and equipment		39,996	45,941	1,710,202	1,377,580	1,750,198	1,423,521
Non-recurring fair value measurements							
Non-current assets classified as held for sale							
Land	C1-6	10,545	120	–	–	10,545	120
Total non-recurring fair value measurements		10,545	120	–	–	10,545	120

Valuation techniques

E2-1 Fair value measurement (continued)

Where Council is unable to derive fair valuations using quoted market prices of identical assets (ie. level 1 inputs) Council instead utilises a spread of both observable inputs (level 2 inputs) and unobservable inputs (level 3 inputs).

The fair valuation techniques Council has employed while utilising level 2 and level 3 inputs are as follows:

Level 2 measurements

Where investments are valued at fair value through profit or loss, Council obtains valuations from its investment adviser (Laminar Capital) at the end of each reporting period ensuring financial statements reflect the most up to date valuation.

Council employed the services of Cardno to assess the fair value of Council's Operational Land assets as at 30 June, using sales transactions of similar assets.

Level 3 measurements

QPRC undertook an independent valuation through APV Valuers and Asset Management to assess the fair value of all infrastructure, building and open space assets as at 30 June 2021, using unobservable inputs.

Fair value measurements using significant unobservable inputs (level 3)

The valuation process for level 3 fair value measurements

Council has completed a full revaluation of all asset classes in the 2020-21 financial year:

- the valuation process/es they use for level 3 fair value measurements,
- a description of what these processes are,
- how (and by who) the valuation processes are decided,
- how (and who) analyses the level 3 fair value movements post valuation.
- who undertakes the valuations,

Significant unobservable valuation inputs used (for level 3 asset classes) and their relationship to fair value.

The following table summarises the quantitative information relating to the significant unobservable inputs used in deriving the various level 3 asset class fair values.

\$ '000	Fair value (30/6/21) 2021	Valuation technique/s	Unobservable inputs
Infrastructure, property, plant and equipment			
Plant, equipment, furniture, fittings and office equipment	11,717	Cost approach	Current replacement cost and residual value of modern equivalent asset, asset condition and useful life.
Land	126,812	Community and Crown Land: Values obtained from the NSW Valuer-General. Land under roads: Market-based direct comparison.	Community and Crown Land: Land value, land area, level of restriction. Land under roads: Extent and Impact of use, market cost of land per square metre. The market value of land varies significantly depending on location and current market conditions.
Buildings and others structures (including swimming pools and other recreational buildings)	135,434	Cost approach	Buildings: Current replacement cost and residual value of modern equivalent asset using componentisation, asset condition, and remaining lives. Other structures: Current replacement cost of modern equivalent asset, asset condition, and remaining lives.
Roads (including bridges, footpaths, bulk earthworks) and other similar assets	1,005,578	Cost approach	Asset condition, remaining lives using componentisation.
Stormwater drainage	126,308	Unit rates per square metre or length	Asset condition, remaining lives
Water supply and sewerage network infrastructure	303,024	Cost approach	Asset condition, remaining lives using componentisation.
Tips assets	920	Cost approach	Environmental legislation, timing of expected cash outflows, asset condition.

E2-1 Fair value measurement (continued)

\$ '000	Fair value (30/6/21) 2021	Valuation technique/s	Unobservable inputs
Library books	409	Cost approach	Current replacement cost and residual value of modern equivalent asset, asset condition, remaining lives.

A reconciliation of the movements in recurring fair value measurements allocated to Level 3 of the hierarchy is provided below:

\$ '000	Total	
	2021	2020
Opening balance	1,377,580	1,268,558
Recognised in other comprehensive income – revaluation surplus	230,969	2,466
Total gains or losses for the period		
Other movements		
Transfers from/(to) another asset class	(1,108)	52,545
Purchases (GBV)	138,216	90,949
Disposals (WDV)	(1,691)	(2,722)
Depreciation and impairment	(33,474)	(34,216)
Other asset transfers	(290)	–
Closing balance	1,710,202	1,377,580

Highest and best use

All of Council's non-financial assets are considered as being utilised for their highest and best use.

E3-1 Contingencies

The following assets and liabilities do not qualify for recognition in the Statement of Financial Position, but their knowledge and disclosure is considered relevant to the users of Council's financial report.

LIABILITIES NOT RECOGNISED

1. Guarantees

(i) Defined benefit superannuation contribution plans

Council is party to an Industry Defined Benefit Plan under the Local Government Superannuation Scheme, named The Local Government Superannuation Scheme – Pool B (the Scheme) which is a defined benefit plan that has been deemed to be a 'multi-employer fund' for purposes of AASB119 Employee Benefits for the following reasons:

- Assets are not segregated within the sub-group according to the employees of each sponsoring employer.
- The contribution rates have been the same for all sponsoring employers. That is, contribution rates have not varied for each sponsoring employer according to the experience relating to the employees of that sponsoring employer.
- Benefits for employees of all sponsoring employers are determined according to the same formulae and without regard to the sponsoring employer.
- The same actuarial assumptions are currently used in respect of the employees of each sponsoring employer.

Given the factors above, each sponsoring employer is exposed to the actuarial risks associated with current and former employees of other sponsoring employers, and hence shares in the associated gains and losses (to the extent that they are not borne by members).

Description of the funding arrangements.

Pooled Employers are required to pay future service employer contributions and past service employer contributions to the Fund.

The future service employer contributions were determined using the new entrant rate method under which a contribution rate sufficient to fund the total benefits over the working life-time of a typical new entrant is calculated. The current future service employer contribution rates are::

Division B	1.9 times member contributions for non-180 Point Members; Nil for 180 Point Members*
Division C	2.5% salaries
Division D	1.64 times member contributions

* For 180 Point Members, Employers are required to contribute 7% of salaries to these members' accumulation accounts, which are paid in addition to members' defined benefits.

The past service contribution for each Pooled Employer is a share of the total past service contributions of \$40.0 million for 1 July 2020 to 30 June 2021, apportioned according to each employer's share of the accrued liabilities as at 30 June 2020. These past service contributions are used to maintain the adequacy of the funding position for the accrued liabilities.

The adequacy of contributions is assessed at each triennial actuarial investigation and monitored annually between triennials.

Description of the extent to which Council can be liable to the plan for other Council's obligations under the terms and conditions of the multi-employer plan

As stated above, each sponsoring employer (Council) is exposed to the actuarial risks associated with current and former employees of other sponsoring employers and hence shares in the associated gains and losses.

However, there is no relief under the Fund's trust deed for employers to walk away from their defined benefit obligations. Under limited circumstances, an employer may withdraw from the plan when there are no active members, on full payment of outstanding additional contributions. There is no provision for allocation of any surplus which may be present at the date of withdrawal of the Council.

There are no specific provisions under the Fund's trust deed dealing with deficits or surplus on wind-up.

The amount of Council employer contributions to the defined benefit section of the Local Government Superannuation Scheme and recognised as an expense for the year ending 30 June 2021 was \$479,767. The last valuation of the Scheme was performed by the Fund Actuary, Richard Boyfield as at 30 June 2020.

E3-1 Contingencies (continued)

Council's expected contribution to the plan for the next annual reporting period is \$496,479.48.

The estimated employer reserves financial position for the Pooled Employers at 30 June 2021 is:

Employer reserves only *	\$millions	Asset Coverage
Assets	2,620.5	
Past Service Liabilities	2,445.6	107.2%
Vested Benefits	2,486.7	106.2%

* excluding member accounts and reserves in both assets and liabilities.

The share of this deficit that is broadly attributed to Council is estimated to be in the order of 0.73% as at 30 June 2021.

Council's share of that deficiency cannot be accurately calculated as the Scheme is a mutual arrangement where assets and liabilities are pooled together for all member councils. For this reason, no liability for the deficiency has been recognised in Council's accounts. Council has a possible obligation that may arise should the Scheme require immediate payment to correct the deficiency.

The key economic long term assumptions used to calculate the present value of accrued benefits are:

Investment return	5.75% per annum
Salary inflation *	3.5% per annum
Increase in CPI	2.5% per annum

* Plus promotional increases

The contribution requirements may vary from the current rates if the overall sub-group experience is not in line with the actuarial assumptions in determining the funding program; however, any adjustment to the funding program would be the same for all sponsoring employers in the Pooled Employers group.

(ii) Statewide Limited

Council is a member of Statewide Mutual, a mutual pool scheme providing liability insurance to local government.

Membership includes the potential to share in either the net assets or liabilities of the fund depending on its past performance. Council's share of the net assets or liabilities reflects Council's contributions to the pool and the result of insurance claims within each of the fund years.

The future realisation and finalisation of claims incurred but not reported to 30/6 this year may result in future liabilities or benefits as a result of past events that Council will be required to fund or share in respectively.

(iii) StateCover Limited

Council is a member of StateCover Mutual Limited and holds a partly paid share in the entity.

StateCover is a company providing workers compensation insurance cover to the NSW local government industry and specifically Council.

Council has a contingent liability to contribute further equity in the event of the erosion of the company's capital base as a result of the company's past performance and/or claims experience or as a result of any increased prudential requirements from APRA.

These future equity contributions would be required to maintain the company's minimum level of net assets in accordance with its licence requirements.

(iv) Other guarantees

Council has provided no other guarantees other than those listed above.

2. Other liabilities

(i) Third party claims

The Council is involved from time to time in various claims incidental to the ordinary course of business including claims for damages relating to its services.

E3-1 Contingencies (continued)

Council believes that it is appropriately covered for all claims through its insurance coverage and does not expect any material liabilities to eventuate.

(ii) Potential land acquisitions due to planning restrictions imposed by Council

Council has classified a number of privately owned land parcels as local open space or bushland.

As a result, where notified in writing by the various owners, Council will be required to purchase these land parcels.

The Council is involved from time to time in land acquisitions for the purpose of building community infrastructure. Where land is compulsorily acquired and compensation is disputed, the Council may be required to cover other costs including severance and disturbance costs.

At reporting date, reliable estimates as to the value of any potential liability (and subsequent land asset) from such potential acquisitions has not been possible.

ASSETS NOT RECOGNISED

(i) Land under roads

As permitted under AASB 1051, Council has elected not to bring to account land under roads that it owned or controlled up to and including 30/6/08.

(ii) Infringement notices/fines

Fines and penalty income, the result of Council issuing infringement notices is followed up and collected by the Infringement Processing Bureau.

Council's revenue recognition policy for such income is to account for it as revenue on receipt.

Accordingly, at year end, there is a potential asset due to Council representing issued but unpaid infringement notices.

Due to the limited information available on the status, value and duration of outstanding notices, Council is unable to determine the value of outstanding income.

F People and relationships

F1 Related party disclosures

F1-1 Key management personnel (KMP)

The aggregate amount of KMP compensation included in the Income Statement is:

\$ '000	2021	2020
Compensation:		
Short-term benefits	1,963	1,856
Post-employment benefits	182	206
Other Long Term Benefits	26	-
Termination Benefits	-	-
Total	2,171	2,062

Council recorded no other Related Party transactions with KMP during the financial year to June 30 2021.

F1-2 Councillor and Mayoral fees and associated expenses

\$ '000	2021	2020
The aggregate amount of Councillor and Mayoral fees and associated expenses included in materials and services expenses in the Income Statement are:		
Mayoral fee	44	44
Councillors' fees	205	223
Councillors' (including Mayor) expenses	7	10
Total	256	277

F2 Other relationships

F2-1 Audit fees

\$ '000	2021	2020
(i) Audit and other assurance services: Auditors of Council - NSW Auditor-General		
Audit and review of financial statements	149	150
Total fees paid or payable to the Auditor-General	149	150

G Other matters

G1-1 Statement of Cash Flows information

(a) Reconciliation of net operating result to cash provided from operating activities

\$ '000	2021	2020
Operating result	74,921	78,018
Add/(less) non-cash items:		
(Gain)/loss on disposal of assets	(733)	1,000
Depreciation and amortisation	29,465	26,554
Impairment of PPE	–	8,224
Interest expense on interest-free loans received by Council	–	20
Non-cash capital grants and contributions	(52,564)	(37,103)
Adoption of AASB 15/1058	–	(24,407)
– Revaluation decrements / impairments of IPP&E direct to P&L	4,550	–
Unwinding of discount rates on reinstatement provisions	153	66
Revised costs on reinstatement provisions	3,096	–
Changes in assets and liabilities:		
Movements in operating assets and liabilities		
(Increase)/decrease in receivables	8,107	(20,397)
(Increase)/decrease in other assets	(65)	(82)
(Increase)/decrease in inventories	(72)	(3)
Increase/(decrease) in trade payables	1,117	(8,951)
Increase/(decrease) in contract liabilities	(86)	20,549
Increase/(decrease) in employee benefit provision	(857)	840
Increase/(decrease) in provision for impairment of receivables	(99)	354
Increase/(decrease) in accrued interest payable	(53)	(31)
Increase/(decrease) in other accrued expenses payable	(502)	(362)
Increase/(decrease) in other liabilities and accruals	842	1,017
Net cash provided from/(used in) operating activities from the Statement of Cash Flows	67,220	45,306

(b) Non-cash investing and financing activities

Developer contributions 'in kind'	11,846	37,103
Grants 'in kind'	40,718	–
	52,564	37,103

G2-1 Commitments

Capital commitments (exclusive of GST)

\$ '000	2021	2020
Capital expenditure committed for at the reporting date but not recognised in the financial statements as liabilities:		
Sewerage & water infrastructure	9,285	8,723
Buildings	64,713	2,944
Road infrastructure	9,218	21,595
Stormwater infrastructure	289	–
Recreation	–	174
Total commitments	83,505	33,436

Details of capital commitments

QPRC hold commitments for major projects as listed. The projects are due to be completed within the next 5 years and are funded by a combination of grants, contributions, loans and Council reserves.

G3-1 Events occurring after the reporting period

Council is unaware of any material or significant 'non-adjusting events' that should be disclosed.

G4 Statement of developer contributions as at 30 June 2021

G4-1 Summary of developer contributions

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Roads	6,501	2,958	–	6	(869)	–	8,596	–
Parking	3	–	–	–	–	–	3	–
Open space	263	62	–	–	(58)	–	267	–
Community facilities	4,536	664	–	5	(346)	–	4,859	–
Other	12,798	2,010	–	11	(3,708)	–	11,111	–
Bushfire	172	14	–	–	–	–	186	–
Waste management	302	–	–	–	–	–	302	–
Rural addressing	18	–	–	–	–	–	18	–
Recreation facilities	1,040	89	–	1	–	–	1,130	–
Pathway	240	36	–	–	–	–	276	–
Street upgrade	548	100	–	1	–	–	649	–
S7.11 contributions – under a plan	26,421	5,933	–	24	(4,981)	–	27,397	–
Total S7.11 and S7.12 revenue under plans	26,421	5,933	–	24	(4,981)	–	27,397	–
S7.11 not under plans	3,436	1,045	–	3	(124)	–	4,360	–
S7.11 planning agreements	155	555	–	–	–	–	710	–
S64 contributions	20,826	1,127	–	16	(5,762)	–	16,207	–
Total contributions	50,838	8,660	–	43	(10,867)	–	48,674	–

Under the Environmental Planning and Assessment Act 1979, Council has significant obligations to provide Section 7.11 (contributions towards provision or improvement of amenities or services) infrastructure in new release areas. It is possible that the funds contributed may be less than the cost of this infrastructure, requiring Council to borrow or use general revenue to fund the difference.

G4-2 Developer contributions by plan

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
CONTRIBUTION PLAN (former Palerang)								
Roads	4,578	813	–	4	(611)	–	4,784	–
Community facilities	1,936	99	–	2	–	–	2,037	–
Bushfire	172	14	–	–	–	–	186	–
Waste management	302	–	–	–	–	–	302	–
Rural addressing	18	–	–	–	–	–	18	–

G4-2 Developer contributions by plan (continued)

\$ '000	Opening balance at 1 July 2020	Contributions received during the year		Interest and investment income earned	Amounts expended	Internal borrowings	Held as restricted asset at 30 June 2021	Cumulative balance of internal borrowings (to)/from
		Cash	Non-cash					
Recreation facilities	1,040	89	-	1	-	-	1,130	-
Pathway	240	36	-	-	-	-	276	-
Street upgrade	548	100	-	1	-	-	649	-
Total	8,834	1,151	-	8	(611)	-	9,382	-
CONTRIBUTION PLAN (former QCC)								
Roads	1,923	2,145	-	2	(258)	-	3,812	-
Parking	3	-	-	-	-	-	3	-
Open space	263	62	-	-	(58)	-	267	-
Community facilities	2,600	565	-	3	(346)	-	2,822	-
Other (Googong Development, Extractive Industries - C.S.R)	12,798	2,010	-	11	(3,708)	-	11,111	-
Total	17,587	4,782	-	16	(4,370)	-	18,015	-

G4-3 Contributions not under plans

(former Palerang)

Roads	3,315	1,045	-	3	(79)	-	4,284	-
Parking	60	-	-	-	(45)	-	15	-
Community facilities	61	-	-	-	-	-	61	-
Total	3,436	1,045	-	3	(124)	-	4,360	-

G5 Statement of performance measures

G5-1 Statement of performance measures – consolidated results

\$ '000	Amounts 2021	Indicator 2021	2020	Indicators 2019	2018	Benchmark
1. Operating performance						
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(4,078)	(2.77)%	3.11%	5.20%	0.39%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹	147,193					
2. Own source operating revenue						
Total continuing operating revenue excluding all grants and contributions ¹	114,851	49.93%	50.78%	53.22%	62.37%	> 60.00%
Total continuing operating revenue	230,020					
3. Unrestricted current ratio						
Current assets less all external restrictions	44,511	1.64x	1.57x	1.34x	2.05x	> 1.50x
Current liabilities less specific purpose liabilities	27,106					
4. Debt service cover ratio						
Operating result before capital excluding interest, depreciation, impairment and amortisation ¹	31,885	4.00x	3.84x	6.41x	6.64x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)	7,974					
5. Rates and annual charges outstanding percentage						
Rates and annual charges outstanding	7,705	9.25%	9.74%	5.68%	5.05%	< 10.00%
Rates and annual charges collectible	83,263					
6. Cash expense cover ratio						
Current year's cash and cash equivalents plus term deposits	92,969	8.10	7.44	14.30	9.41	> 3.00
Payments from cash flow of operating and financing activities	11,484	mths	mths	mths	mths	mths

(1) Excludes fair value increments on investment properties, reversal of revaluation decrements, reversal of impairment losses on receivables, net gain on sale of assets and net share of interests in joint ventures and associates using the equity method and includes pensioner rate subsidies

(2) Excludes impairment/revaluation decrements of IPPE, fair value decrements on investment properties, net loss on disposal of assets and net loss on share of interests in joint ventures and associates using the equity method

G5-2 Statement of performance measures by fund

\$ '000	General Indicators ³		Water Indicators		Sewer Indicators		Benchmark
	2021	2020	2021	2020	2021	2020	
1. Operating performance							
Total continuing operating revenue excluding capital grants and contributions less operating expenses ^{1,2}	(6.46)%	(4.17)%	12.01%	12.91%	(1.49)%	26.05%	> 0.00%
Total continuing operating revenue excluding capital grants and contributions ¹							
2. Own source operating revenue							
Total continuing operating revenue excluding capital grants and contributions ¹	38.75%	39.68%	95.37%	94.18%	89.79%	90.75%	> 60.00%
Total continuing operating revenue ¹							
3. Unrestricted current ratio							
Current assets less all external restrictions	1.59x	1.57x	26.62x	8.20x	59.66x	63.19x	> 1.50x
Current liabilities less specific purpose liabilities							
4. Debt service cover ratio							
Operating result before capital excluding interest, depreciation, impairment and amortisation ¹	1.53x	2.38x	12.35x	6.99x	14.86x	17.39x	> 2.00x
Principal repayments (Statement of Cash Flows) plus borrowing costs (Income Statement)							
5. Rates and annual charges outstanding percentage							
Rates and annual charges outstanding	8.85%	9.76%	10.49%	9.82%	10.11%	9.66%	< 10.00%
Rates and annual charges collectible							
6. Cash expense cover ratio							
Current year's cash and cash equivalents plus all term deposits	4.42	4.12	10.33	8.84	36.38	40.94	> 3.00
Monthly payments from cash flow of operating and financing activities	mths	mths	mths	mths	mths	mths	mths

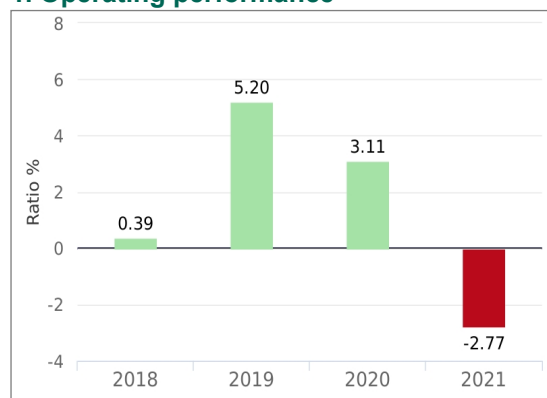
(1) - (2) Refer to Notes at Note G5-1 above.

(3) General fund refers to all of Council's activities except for its water and sewer activities which are listed separately.

H Additional Council disclosures (unaudited)

H1-1 Statement of performance measures – consolidated results (graphs)

1. Operating performance



Purpose of operating performance

This ratio measures Council's achievement of containing operating expenditure within operating revenue.

Commentary on 2020/21 result

2020/21 ratio (2.77)%

Council has recorded an operational deficit as a consolidated entity, caused by an increase in its depreciation expense from the capitalisation of \$227 million of assets, a once-off adjustment to its tip provisions, and recognition of impairment resulting from a revaluation of Council's IPP&E assets. This has resulted in a negative operating performance ratio.

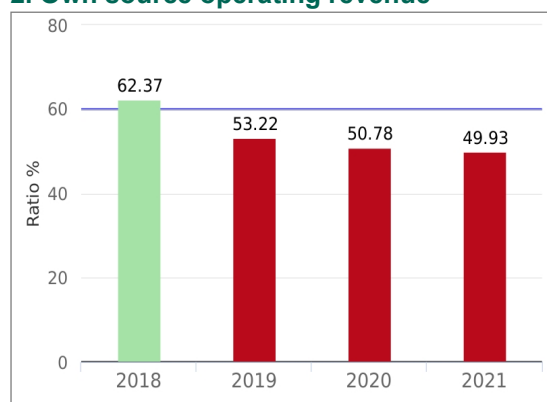
Benchmark: — > 0.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

2. Own source operating revenue



Purpose of own source operating revenue

This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants and contributions.

Commentary on 2020/21 result

2020/21 ratio 49.93%

Own source operating revenue ratio remains below the benchmark of 60%, as Council continues to attract a high value of grants from external entities.

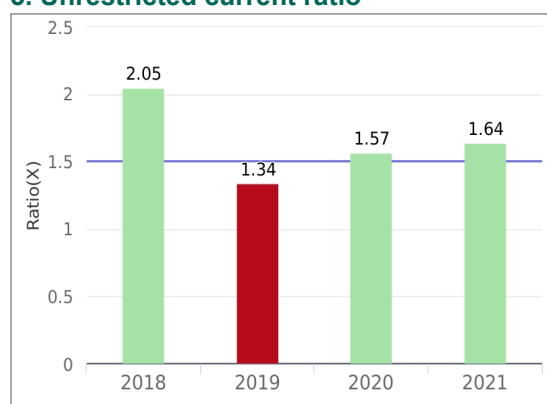
Benchmark: — > 60.00%

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

3. Unrestricted current ratio



Purpose of unrestricted current ratio

To assess the adequacy of working capital and its ability to satisfy obligations in the short term for the unrestricted activities of Council.

Commentary on 2020/21 result

2020/21 ratio 1.64x

The unrestricted current ratio remained above benchmark due to a \$10 million increase in land held for sale at year-end.

Benchmark: — > 1.50x

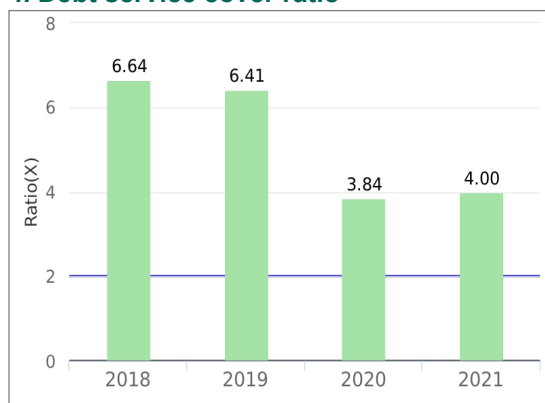
Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio achieves benchmark

Ratio is outside benchmark

H1-1 Statement of performance measures – consolidated results (graphs) (continued)

4. Debt service cover ratio



Purpose of debt service cover ratio

This ratio measures the availability of operating cash to service debt including interest, principal and lease payments

Commentary on 2020/21 result

2020/21 ratio 4.00x

New loan drawn down in April 2019 (\$36m) for Ellerton Drive extension has increased repayments and therefore reduced this ratio. The ratio remains above benchmark for financial year 2020/21.

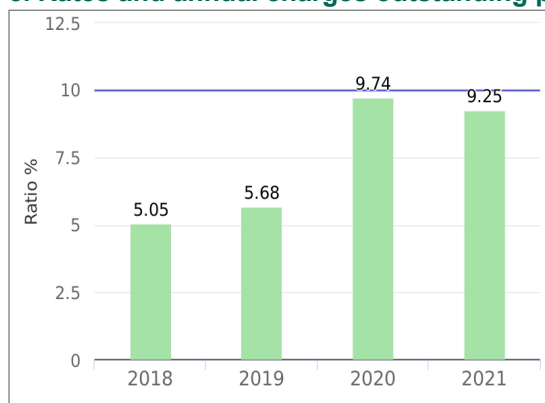
Benchmark: — > 2.00x

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

5. Rates and annual charges outstanding percentage



Purpose of rates and annual charges outstanding percentage

To assess the impact of uncollected rates and annual charges on Council's liquidity and the adequacy of recovery efforts.

Commentary on 2020/21 result

2020/21 ratio 9.25%

Rates and Annual charges outstanding ratio rose in 2020 in conjunction with Council's decision to grant financial hardship for ratepayers that were affected by fires, floods and the COVID pandemic. During the current financial year these hardship arrangements have been extended, which has resulted in continually high rates and annual charges outstanding.

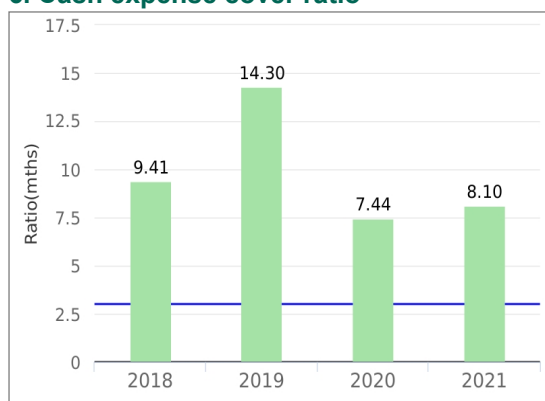
Benchmark: — < 10.00%

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark

6. Cash expense cover ratio



Purpose of cash expense cover ratio

This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.

Commentary on 2020/21 result

2020/21 ratio 8.10 mths

Council's cash expense cover ratio has risen marginally due to the increased balance of cash, cash equivalents and term deposits held by Council at year-end.

Benchmark: — > 3.00mths

Ratio achieves benchmark

Source of benchmark: Code of Accounting Practice and Financial Reporting

Ratio is outside benchmark



INDEPENDENT AUDITOR'S REPORT

Report on the general purpose financial statements

Queanbeyan-Palerang Regional Council

To the Councillors of the Queanbeyan-Palerang Regional Council

Opinion

I have audited the accompanying financial statements of Queanbeyan-Palerang Regional Council (the Council), which comprise the Statement by Councillors and Management, the Income Statement and Statement of Comprehensive Income for the year ended 30 June 2021, the Statement of Financial Position as at 30 June 2021, the Statement of Changes in Equity and Statement of Cash Flows for the year then ended and notes comprising a summary of significant accounting policies and other explanatory information.

In my opinion:

- the Council's accounting records have been kept in accordance with the requirements of the *Local Government Act 1993*, Chapter 13, Part 3, Division 2 (the Division)
- the financial statements:
 - have been prepared, in all material respects, in accordance with the requirements of this Division
 - are consistent with the Council's accounting records
 - present fairly, in all material respects, the financial position of the Council as at 30 June 2021, and of its financial performance and its cash flows for the year then ended in accordance with Australian Accounting Standards
- all information relevant to the conduct of the audit has been obtained
- no material deficiencies in the accounting records or financial statements have come to light during the audit

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the special purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the special purpose financial statements and Special Schedule - Permissible income for general rates.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements in accordance with Australian Accounting Standards and the *Local Government Act 1993*, and for such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:


- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- on the Original Budget information included in the Income Statement, Statement of Cash Flows, and Note B5-1 Material budget variations
- on the Special Schedules. A separate opinion has been provided on Special Schedule - Permissible income for general rates
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.



Michael Kharzoo
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

20 December 2021
SYDNEY



Cr Tim Overall
Mayor
Queanbeyan-Palerang Regional Council
PO Box 90
QUEANBEYAN NSW 2620

Contact: Michael Kharzoo
Phone no: 02 9275 7188
Our ref: D2125909/1780

20 December 2021

Dear Mayor

**Report on the Conduct of the Audit
for the year ended 30 June 2021
Queanbeyan-Palerang Regional Council**

I have audited the general purpose financial statements (GPFS) of the Queanbeyan-Palerang Regional Council (the Council) for the year ended 30 June 2021 as required by section 415 of the *Local Government Act 1993* (the Act).

I expressed an unmodified opinion on the Council's GPFS.

This Report on the Conduct of the Audit (the Report) for the Council for the year ended 30 June 2021 is issued in accordance with section 417 of the Act. This Report should be read in conjunction with my audit opinion on the GPFS issued under section 417(2) of the Act.

SIGNIFICANT AUDIT ISSUES AND OBSERVATIONS

I identified the following significant audit issues and observations during my audit of the Council's financial statements. These issues and observations were addressed as part of my audit.

Rural fire-fighting equipment not recognised in the financial statements

Council did not record rural fire-fighting equipment in the financial statements.

Rural fire fighting equipment, specifically the red fleet vehicles, is controlled by the Council and should be recognised in their financial statements. This is supported by the requirements of the *Rural Fires Act 1997* and service agreements between councils and the RFS.

The Department of Planning, Industry and Environment (inclusive of the Office of Local Government) confirmed in the 'Report on Local Government 2020' (tabled in Parliament on 27 May 2021) their view that rural firefighting equipment is not controlled by the NSW Rural Fire Service.

Issues identified in asset revaluations

During financial year 2020-21, the Council performed revaluations of all their asset classes. Our review of the revaluations identified following issues:

- the condition ratings for some of the buildings and open space assets were incorrectly applied, resulting in a \$20.6 million understatement of the asset fair values
- found assets from transport infrastructure and buildings revaluations were not included in the general ledger, resulting in a \$6.1 million understatement of the asset fair values
- there were significant delays in providing the valuation documents to Audit. These documents were scheduled to be provided in May but were not provided until September. In addition, due to the condition rating issue mentioned above, the valuer had to re-perform the revaluations on buildings and open space assets, which resulted in further delays in both the audit and the submission of the signed financial statements.

INCOME STATEMENT

Operating result

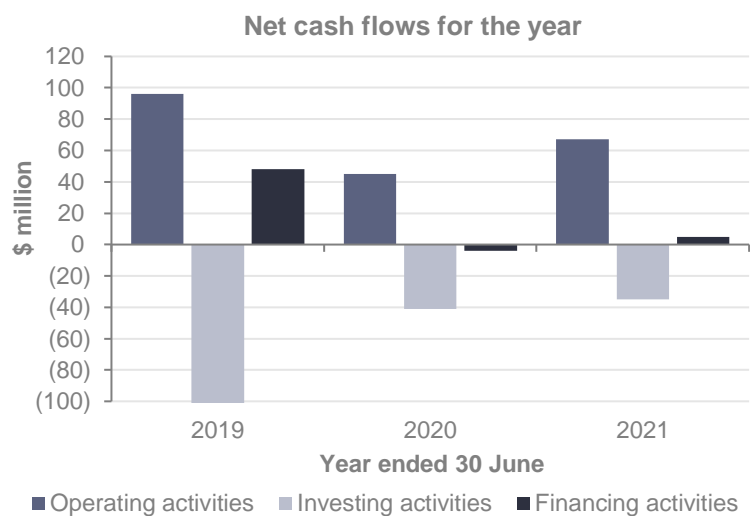
	2021	2020	Variance
	\$m	\$m	%
Rates and annual charges revenue	75.5	72.3	4.4
Grants and contributions revenue	115.2	110.7	4.1
Operating result from continuing operations	74.9	78.0	3.9
Net operating result before capital grants and contributions	(7.9)	(4.8)	64.6

The Council's operating surplus from continuing operations of \$74.9 million (including depreciation and amortisation expense of \$34.0 million) was \$3.1 million lower than the 2019–20 result. The net operating result before capital grants and contributions was a deficit of \$7.9 million, \$3.1 million higher than the previous year. The overall decrease in both results was predominantly driven by increases in expenses, in particular \$7.8 million increase in materials and services expenses. This was partially offset by an increase in income.

Rates and annual charges revenue of \$75.5 million increased by \$3.2 million (4.4 per cent) in 2020–21, mainly due to the 2.6 per cent rate peg increase and the rise in the total number of rateable properties.

STATEMENT OF CASH FLOWS

- The Council's cash and cash equivalents balance at 30 June 2021 was \$50.0 million (\$13.3 million as at 30 June 2020). There was a net increase in cash and cash equivalents of \$36.7 million.
- Net cash provided by operating activities increased by \$21.9 million, mainly due to increases in cash receipts from rates and annual charges of \$4.4 million and grants and contributions of \$13.7 million.
- Net cash used in investing activities decreased by \$5.5 million, mainly due to an increase in net redemption of term deposits by \$6.6 million.
- Net cash provided by financing activities increased by \$8.6 million, mainly due to an increase of \$8.5 million in cash proceeds from borrowings.



FINANCIAL POSITION

Cash and investments

Cash and investments	2021	2020	Commentary
	\$m	\$m	
External restrictions	180.1	180.6	<ul style="list-style-type: none"> Externally restricted cash and cash equivalents are restricted in their use by externally imposed requirements. Overall, the Council's externally restricted cash and cash equivalents did not change materially from 2019-20.
Internal restrictions	12.2	9.3	
Unrestricted	0.3	0.1	
Total cash, cash equivalents and investments	192.6	190.0	<ul style="list-style-type: none"> Internally restricted cash and equivalents have been restricted in their use by resolution or policy of Council to reflect identified programs of works and any forward plans identified by the Council. The Council's internally restricted cash and cash equivalents increased by \$2.9 million mainly due to an increase of \$1.4 million in business waste management and an increase of \$1.5 million in property reserve. Unrestricted balances provide liquidity for day-to-day operations. The unrestricted balance has increased by \$0.2 million to \$0.3m.

Debt

The Council has unsecured loans with various financial institutions of \$85.9 million (2020: \$81.0 million) with the increase of \$4.9 million due to Council obtaining loans to assist with funding for construction of building assets.

The Council had a \$2.0 million overdraft facility with the National Australia Bank. At the end of the current reporting period, none of the facility was accessed.

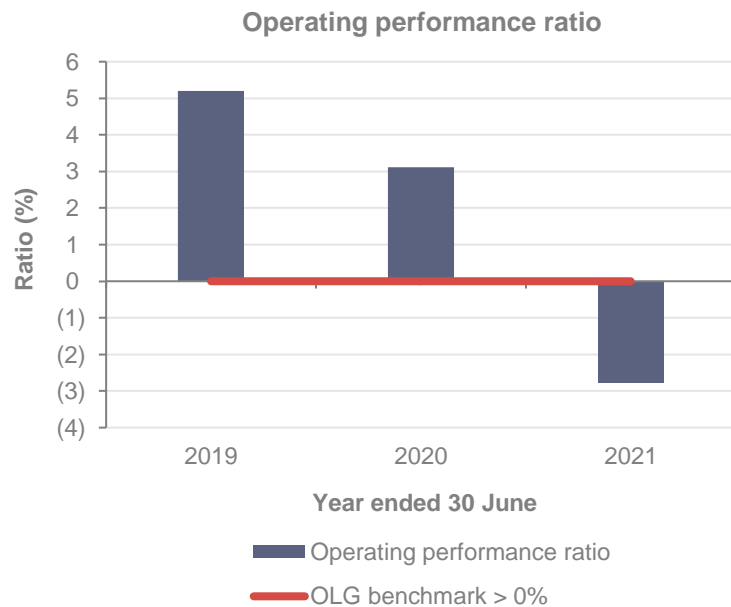
PERFORMANCE

Performance measures

The following section provides an overview of the Council's performance against the performance measures and performance benchmarks set by the Office of Local Government (OLG) within the Department of Planning, Industry and Environment.

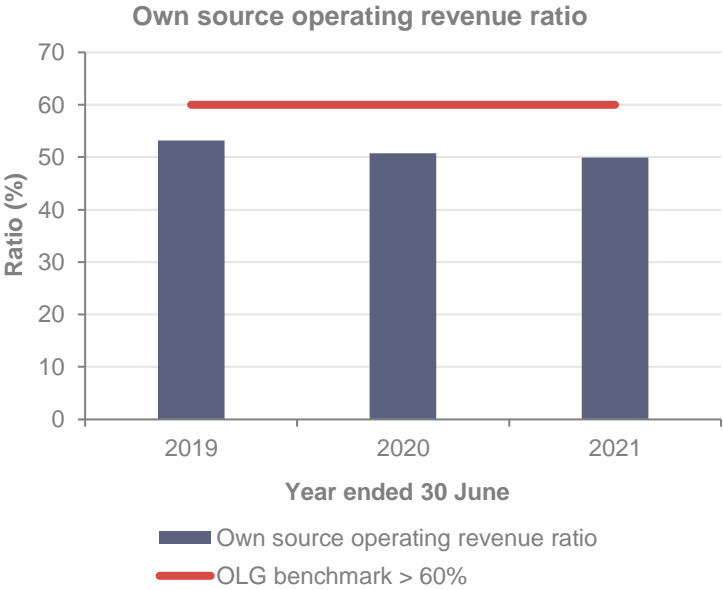
Operating performance ratio

- The 'operating performance ratio' measures how well council contained operating expenditure within operating revenue (excluding capital grants and contributions, fair value adjustments, and reversal of revaluation decrements). The benchmark set by OLG is greater than zero per cent.
- The Council did not meet the OLG benchmark for the current reporting period.
- The operating performance ratio decreased to -2.8 per cent (2020: 3.1 per cent) mainly due to an increase in expenses.



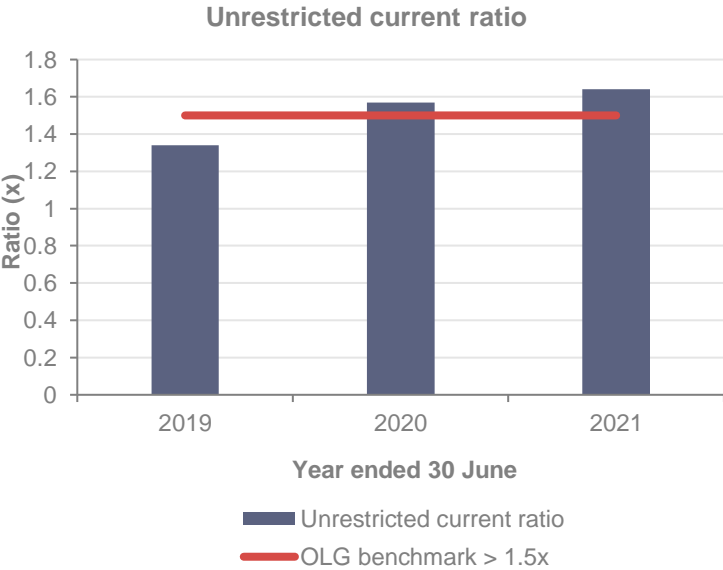
Own source operating revenue ratio

- The 'own source operating revenue ratio' measures council's fiscal flexibility and the degree to which it relies on external funding sources such as operating grants and contributions. The benchmark set by OLG is greater than 60 per cent.
- The Council's ratio of 49.9 per cent (2020: 50.8 per cent), did not meet the OLG benchmark for the current reporting period.



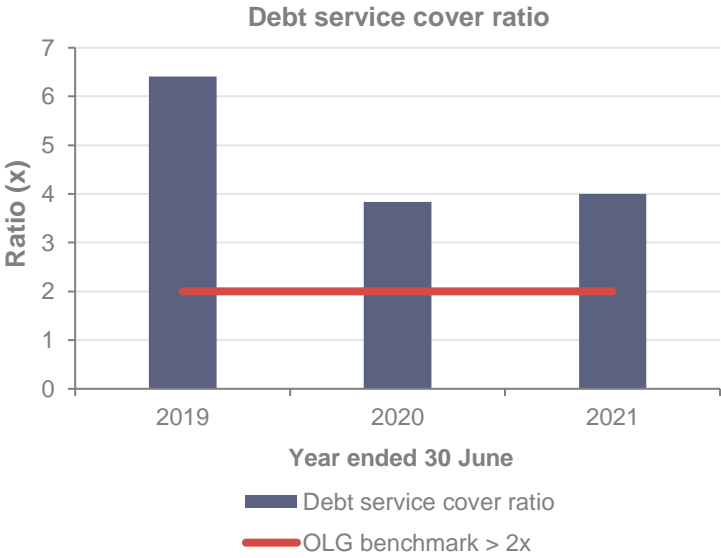
Unrestricted current ratio

- The 'unrestricted current ratio' is specific to local government and represents council's ability to meet its short-term obligations as they fall due. The benchmark set by OLG is greater than 1.5 times.
- The Council's ratio of 1.6 times (2020: 1.57 times) exceeded the OLG benchmark for the last two reporting periods.
- The unrestricted current ratio has remained steady over the last two years.



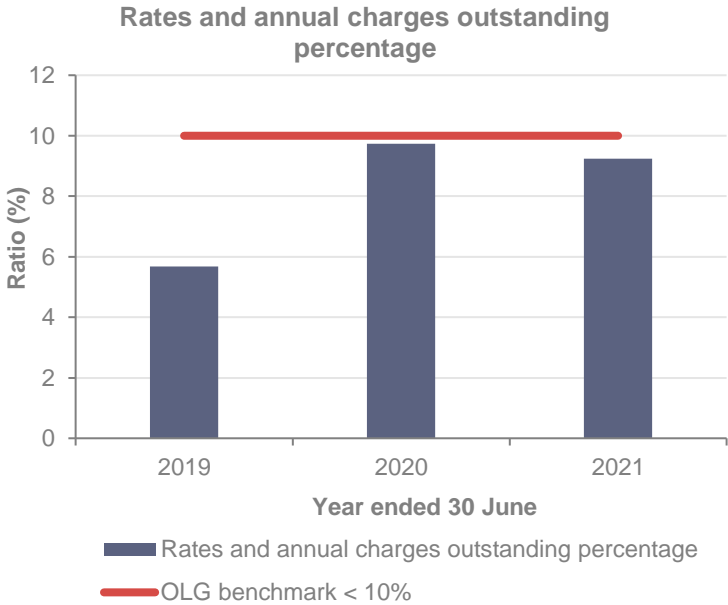
Debt service cover ratio

- The 'debt service cover ratio' measures the operating cash to service debt including interest, principal and lease payments. The benchmark set by OLG is greater than two times.
- The Council exceeded the OLG benchmark for the last three reporting periods.
- This year's ratio of 4.0 has been relatively stable from the previous year.



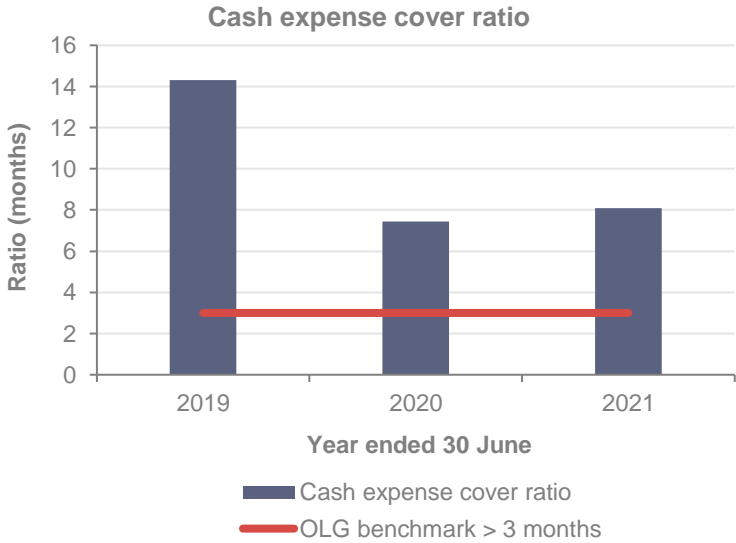
Rates and annual charges outstanding percentage

- The 'Rates and annual charges outstanding percentage' assesses the impact of uncollected rates and annual charges on council's liquidity and the adequacy of debt recovery efforts. The benchmark set by OLG is less than 10 per cent for regional and rural councils.
- The Council met the OLG benchmark for the last three reporting periods.
- At 30 June 2021 the ratio was 9.25 per cent (2020: 9.74 per cent), which is fairly consistent with the prior year.



Cash expense cover ratio

- This liquidity ratio indicates the number of months the council can continue paying for its immediate expenses without additional cash inflow. The benchmark set by OLG is greater than three months.
- The Council exceeded the OLG benchmark for the last three reporting periods.
- The cash expense cover ratio increased to 8.1 months (2020: 7.4 months) mainly due to an increase in the current period's cash and cash equivalents plus term deposits.



Infrastructure, property, plant and equipment renewals

Infrastructure, property, plant and equipment renewals for 2020–21 totalled \$43.7 million compared with \$32.0 million in the previous year. The increase was mainly driven by higher renewals in capital work in progress totalling \$13.2 million (\$9.9 million in 2019–20), roads, bridges and footpaths totalling \$15 million (\$9.3 million in 2019-20) and buildings and other structures of \$3.2 million (\$0.4 million in 2019–20).

OTHER MATTERS

Key Management Personnel related party disclosures

As part of the audit procedures, we are required to obtain disclosures from key management personnel of the Council regarding their related parties and related party transactions with the Council during 2020-21 financial year. We did not receive a response to our request from one of the Councillors. The Councillor declined to provide a response on the basis the request was an

unreasonable burden of their time. We performed alternative procedures to determine there were no significant transactions between the Council and the Councillor.

Legislative compliance

My audit procedures did not identify any instances of non-compliance with legislative requirements or a material deficiency in the Council's accounting records or financial statements. The Council's:

- accounting records were maintained in a manner and form to allow the GPFS to be prepared and effectively audited
- staff provided all accounting records and information relevant to the audit.



Michael Kharzoo
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

cc: Peter Tegart, Chief Executive Officer
Andrew Cox, Chair of the Audit, Risk and Improvement Committee
Kiersten Fishburn, Secretary of the Department of Planning, Industry and Environment

Queanbeyan-Palerang Regional Council

SPECIAL PURPOSE FINANCIAL STATEMENTS
for the year ended 30 June 2021



Queanbeyan-Palerang Regional Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Contents	Page
Statement by Councillors and Management	3
Special Purpose Financial Statements:	
Income Statement of water supply business activity	4
Income Statement of sewerage business activity	5
Statement of Financial Position of water supply business activity	6
Statement of Financial Position of sewerage business activity	7
Note – Significant Accounting Policies	8
Auditor's Report on Special Purpose Financial Statements	11

Background

- i. These Special Purpose Financial Statements have been prepared for the use by both Council and the Office of Local Government in fulfilling their requirements under National Competition Policy.
- ii. The principle of competitive neutrality is based on the concept of a 'level playing field' between persons/entities competing in a market place, particularly between private and public sector competitors.

Essentially, the principle is that government businesses, whether Commonwealth, state or local, should operate without net competitive advantages over other businesses as a result of their public ownership.

- iii. For Council, the principle of competitive neutrality and public reporting applies only to declared business activities.

These include **(a)** those activities classified by the Australian Bureau of Statistics as business activities being water supply, sewerage services, abattoirs, gas production and reticulation, and **(b)** those activities with a turnover of more than \$2 million that Council has formally declared as a business activity (defined as Category 1 activities).

- iv. In preparing these financial statements for Council's self-classified Category 1 businesses and ABS-defined activities, councils must **(a)** adopt a corporatisation model and **(b)** apply full cost attribution including tax-equivalent regime payments and debt guarantee fees (where the business benefits from Council's borrowing position by comparison with commercial rates).

Queanbeyan-Palerang Regional Council

Special Purpose Financial Statements

for the year ended 30 June 2021

Statement by Councillors and Management

Statement by Councillors and Management made pursuant to the Local Government Code of Accounting Practice and Financial Reporting

The attached Special Purpose Financial Statements have been prepared in accordance with:

- the NSW Government Policy Statement '*Application of National Competition Policy to Local Government*',
- the Division of Local Government Guidelines '*Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*',
- the Local Government *Code of Accounting Practice and Financial Reporting*,
- the NSW Office of *Water Best-Practice Management of Water and Sewerage Guidelines*.

To the best of our knowledge and belief, these statements:

- present fairly the operating result and financial position for each of Council's declared business activities for the year, and
- accord with Council's accounting and other records.
- present overhead reallocation charges to the water and sewerage businesses as fair and reasonable.

We are not aware of any matter that would render these statements false or misleading in any way.

Signed in accordance with a resolution of Council made on 22 September 2021.



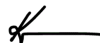
Cr Timothy Overall
Mayor



Cr Michele Biscotti
Deputy Mayor



Peter Tegart
Chief Executive Officer



Kate Monaghan
Responsible Accounting Officer

Queanbeyan-Palerang Regional Council

Income Statement of water supply business activity

for the year ended 30 June 2021

\$ '000	2021	2020
Income from continuing operations		
Access charges	7,056	6,759
User charges	15,074	17,311
Fees	734	477
Interest	1,019	674
Grants and contributions provided for non-capital purposes	92	138
Other income	–	5
Total income from continuing operations	23,975	25,364
Expenses from continuing operations		
Employee benefits and on-costs	1,400	1,301
Borrowing costs	230	340
Materials and services	5,738	5,217
Depreciation, amortisation and impairment	2,250	2,183
Water purchase charges	11,474	13,048
Loss on sale of assets	12	44
Total expenses from continuing operations	21,104	22,133
Surplus (deficit) from continuing operations before capital amounts	2,871	3,231
Grants and contributions provided for capital purposes	1,067	1,421
Surplus (deficit) from continuing operations after capital amounts	3,938	4,652
Surplus (deficit) from all operations before tax	3,938	4,652
Less: corporate taxation equivalent [based on result before capital]	(746)	(889)
Surplus (deficit) after tax	3,192	3,763
Plus accumulated surplus	131,826	127,174
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	746	889
Closing accumulated surplus	135,764	131,826
Return on capital %	2.2%	3.2%
Subsidy from Council	–	–
Calculation of dividend payable:		
Surplus (deficit) after tax	3,192	3,763
Less: capital grants and contributions (excluding developer contributions)	(1,067)	(1,421)
Surplus for dividend calculation purposes	2,125	2,342
Potential dividend calculated from surplus	1,062	1,171

Queanbeyan-Palerang Regional Council

Income Statement of sewerage business activity

for the year ended 30 June 2021

\$ '000	2021	2020
Income from continuing operations		
Access charges	17,726	16,918
User charges	1,020	1,084
Liquid trade waste charges	30	40
Fees	340	351
Interest	2,264	1,492
Grants and contributions provided for non-capital purposes	189	143
Other income	10	76
Total income from continuing operations	21,579	20,104
Expenses from continuing operations		
Employee benefits and on-costs	2,226	2,077
Borrowing costs	351	327
Materials and services	9,426	7,243
Depreciation, amortisation, impairment and revaluation decrement	9,898	5,220
Loss on sale of assets	71	436
Total expenses from continuing operations	21,972	15,303
Surplus (deficit) from continuing operations before capital amounts	(393)	4,801
Grants and contributions provided for capital purposes	2,244	1,892
Surplus (deficit) from continuing operations after capital amounts	1,851	6,693
Surplus (deficit) from all operations before tax	1,851	6,693
Less: corporate taxation equivalent [based on result before capital]	–	(1,320)
Surplus (deficit) after tax	1,851	5,373
Plus accumulated surplus	249,516	242,823
Plus adjustments for amounts unpaid:		
– Corporate taxation equivalent	–	1,320
Closing accumulated surplus	251,367	249,516
Return on capital %	0.0%	2.8%
Subsidy from Council	2,742	–
Calculation of dividend payable:		
Surplus (deficit) after tax	1,851	5,373
Less: capital grants and contributions (excluding developer contributions)	(2,244)	(1,892)
Surplus for dividend calculation purposes	–	3,481
Potential dividend calculated from surplus	–	1,741

Queanbeyan-Palerang Regional Council

Statement of Financial Position of water supply business activity

as at 30 June 2021

\$ '000	2021	2020
ASSETS		
Current assets		
Cash and cash equivalents	9,238	2,314
Investments	11,855	18,354
Receivables	5,821	7,135
Total current assets	26,914	27,803
Non-current assets		
Investments	11,877	12,392
Infrastructure, property, plant and equipment	141,602	110,294
Total non-current assets	153,479	122,686
Total assets	180,393	150,489
LIABILITIES		
Current liabilities		
Payables	412	2,690
Borrowings	217	204
Employee benefit provisions	382	497
Total current liabilities	1,011	3,391
Non-current liabilities		
Borrowings	4,586	4,803
Employee benefit provisions	26	25
Total non-current liabilities	4,612	4,828
Total liabilities	5,623	8,219
Net assets	174,770	142,270
EQUITY		
Accumulated surplus	135,764	131,826
Revaluation reserves	39,006	10,444
Total equity	174,770	142,270

Queanbeyan-Palerang Regional Council

Statement of Financial Position of sewerage business activity

as at 30 June 2021

\$ '000	2021	2020
ASSETS		
Current assets		
Cash and cash equivalents	21,116	5,225
Investments	26,907	41,446
Receivables	1,987	1,922
Non-current assets classified as held for sale	1,300	–
Total current assets	51,310	48,593
Non-current assets		
Investments	26,955	27,982
Infrastructure, property, plant and equipment	181,182	185,187
Total non-current assets	208,137	213,169
Total assets	259,447	261,762
LIABILITIES		
Current liabilities		
Payables	195	90
Borrowings	340	317
Employee benefit provisions	325	362
Total current liabilities	860	769
Non-current liabilities		
Borrowings	7,182	7,523
Employee benefit provisions	21	16
Total non-current liabilities	7,203	7,539
Total liabilities	8,063	8,308
Net assets	251,384	253,454
EQUITY		
Accumulated surplus	251,367	249,516
Revaluation reserves	17	3,938
Total equity	251,384	253,454

Note – Significant Accounting Policies

A statement summarising the supplemental accounting policies adopted in the preparation of the special purpose financial statements (SPFS) for National Competition Policy (NCP) reporting purposes follows.

These financial statements are SPFS prepared for use by Council and the Office of Local Government. For the purposes of these statements, the Council is a non-reporting not-for-profit entity.

The figures presented in these special purpose financial statements have been prepared in accordance with the recognition and measurement criteria of relevant Australian Accounting Standards, other authoritative pronouncements of the Australian Accounting Standards Board (AASB) and Australian Accounting Interpretations.

The disclosures in these special purpose financial statements have been prepared in accordance with the *Local Government Act 1993 (Act)*, the *Local Government (General) Regulation 2005 (Regulation)* and the Local Government Code of Accounting Practice and Financial Reporting.

The statements are prepared on an accruals basis. They are based on historic costs and do not take into account changing money values or, except where specifically stated, fair value of non-current assets. Certain taxes and other costs, appropriately described, have been imputed for the purposes of the National Competition Policy.

The Statement of Financial Position includes notional assets/liabilities receivable from/payable to Council's general fund. These balances reflect a notional intra-entity funding arrangement with the declared business activities.

National Competition Policy

Council has adopted the principle of 'competitive neutrality' in its business activities as part of the National Competition Policy which is being applied throughout Australia at all levels of government. The framework for its application is set out in the June 1996 NSW Government Policy statement titled 'Application of National Competition Policy to Local Government'. *The Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality* issued by the Office of Local Government in July 1997 has also been adopted.

The pricing and costing guidelines outline the process for identifying and allocating costs to activities and provide a standard for disclosure requirements. These disclosures are reflected in Council's pricing and/or financial reporting systems and include taxation equivalents, Council subsidies, and returns on investments (rate of return and dividends paid).

Declared business activities

In accordance with *Pricing and Costing for Council Businesses – A Guide to Competitive Neutrality*, Council has declared that the following are to be considered as business activities:

Category 1

(where gross operating turnover is over \$2 million)

a. Water Supplies

Provision of water services to the Local Government Area.

b. Sewerage Services

Provision of waste water services to the Local Government Area.

Category 2

(where gross operating turnover is less than \$2 million)

Nil

Taxation equivalent charges

Council is liable to pay various taxes and financial duties. Where this is the case, they are disclosed as a cost of operations just like all other costs.

However, where Council does not pay some taxes which are generally paid by private sector businesses, such as income tax, these equivalent tax payments have been applied to all Council-nominated business activities and are reflected in Special Purpose Financial Statements.

For the purposes of disclosing comparative information relevant to the private sector equivalent, the following taxation equivalents have been applied to all Council-nominated business activities (this does not include Council's non-business activities):

Notional rate applied (%)

Note – Significant Accounting Policies (continued)

Corporate income tax rate – 26%

Land tax – the first \$692,000 of combined land values attracts **0%**. For the combined land values in excess of \$692,001 up to \$4,231,000 the rate is **1.6% + \$100**. For the remaining combined land value that exceeds \$4,231,000 a premium marginal rate of **2.0%** applies.

Payroll tax – 4.85% on the value of taxable salaries and wages in excess of \$1,200,000.

In accordance with the Department of Planning, Industry and Environment (DPIE) – Water guidelines, a payment for the amount calculated as the annual tax equivalent charges (excluding income tax) must be paid from water supply and sewerage business activities.

The payment of taxation equivalent charges, referred to in the DPIE– Water guidelines as a ‘dividend for taxation equivalent’, may be applied for any purpose allowed under the *Local Government Act, 1993*.

Achievement of substantial compliance to the DPIE– Water guidelines is not a prerequisite for the payment of the tax equivalent charges, however the payment must not exceed \$3 per assessment.

Income tax

An income tax equivalent has been applied on the profits of the business activities.

Whilst income tax is not a specific cost for the purpose of pricing a good or service, it needs to be taken into account in terms of assessing the rate of return required on capital invested.

Accordingly, the return on capital invested is set at a pre-tax level - gain/(loss) from ordinary activities before capital amounts, as would be applied by a private sector competitor. That is, it should include a provision equivalent to the corporate income tax rate, currently 26%.

Income tax is only applied where a gain/ (loss) from ordinary activities before capital amounts has been achieved.

Since the taxation equivalent is notional – that is, it is payable to Council as the ‘owner’ of business operations - it represents an internal payment and has no effect on the operations of the Council. Accordingly, there is no need for disclosure of internal charges in the SPFS.

The rate applied of 26% is the equivalent company tax rate prevalent at reporting date.

Local government rates and charges

A calculation of the equivalent rates and charges for all Category 1 businesses has been applied to all assets owned, or exclusively used by the business activity.

Loan and debt guarantee fees

The debt guarantee fee is designed to ensure that Council business activities face ‘true’ commercial borrowing costs in line with private sector competitors. In order to calculate a debt guarantee fee, Council has determined what the differential borrowing rate would have been between the commercial rate and Council’s borrowing rate for its business activities.

(i) Subsidies

Government policy requires that subsidies provided to customers, and the funding of those subsidies, must be explicitly disclosed. Subsidies occur where Council provides services on a less than cost recovery basis. This option is exercised on a range of services in order for Council to meet its community service obligations. The overall effect of subsidies is contained within the Income Statements of business activities.

Note – Significant Accounting Policies (continued)

(ii) Return on investments (rate of return)

The NCP policy statement requires that councils with Category 1 businesses 'would be expected to generate a return on capital funds employed that is comparable to rates of return for private businesses operating in a similar field'.

Funds are subsequently available for meeting commitments or financing future investment strategies. The rate of return is disclosed for each of Council's business activities on the Income Statement.

The rate of return is calculated as follows:

Operating result before capital income + interest expense

Written down value of I,PP&E as at 30 June

As a minimum, business activities should generate a return equal to the Commonwealth 10 year bond rate which is 1.49% at 30/6/21.

(iii) Dividends

Council is not required to pay dividends to either itself (as owner of a range of businesses) or to any external entities.

Local government water supply and sewerage businesses are permitted to pay an annual dividend from its water supply or sewerage business surplus.

Each dividend must be calculated and approved in accordance with the Department of Planning, Industry and the Environment– Water guidelines and must not exceed:

- 50% of this surplus in any one year, or
- the number of water supply or sewerage assessments multiplied by \$30 (less the payment for tax equivalent charges, not exceeding \$3 per assessment).

In accordance with the Department of Planning, Industry and the Environment– Water guidelines a Dividend Payment form, Statement of Compliance, Unqualified Independent Financial Audit Report and Compliance Audit Report are required to be submitted to the Department of Planning, Industry and the Environment.

Queanbeyan-Palerang Regional Council

Special Purpose Financial Statements

for the year ended 30 June 2021



INDEPENDENT AUDITOR'S REPORT
Report on the special purpose financial statements
Queanbeyan-Palerang Regional Council

To the Councillors of the Queanbeyan-Palerang Regional Council

Opinion

I have audited the accompanying special purpose financial statements (the financial statements) of Queanbeyan-Palerang Regional Council's (the Council) Declared Business Activities, which comprise the Statement by Councillors and Management, the Income Statement of each Declared Business Activity for the year ended 30 June 2021, the Statement of Financial Position of each Declared Business Activity as at 30 June 2021 and the Significant Accounting Policies note.

The Declared Business Activities of the Council are:

- Water Supply
- Sewerage

In my opinion, the financial statements present fairly, in all material respects, the financial position of the Council's declared Business Activities as at 30 June 2021, and their financial performance for the year then ended, in accordance with the Australian Accounting Standards described in the Significant Accounting Policies note and the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code).

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Financial Statements' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as the auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the Significant Accounting Policies note to the financial statements which describes the basis of accounting. The financial statements have been prepared for the purpose of fulfilling the Council's financial reporting responsibilities under the LG Code. As a result, the financial statements may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the financial statements and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements and Special Schedules (the Schedules).

My opinion on the financial statements does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and Special Schedule 'Permissible income for general rates'.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Financial Statements

The Councillors are responsible for the preparation and fair presentation of the financial statements and for determining that the accounting policies, described in the Significant accounting policies note to the financial statements, are appropriate to meet the requirements in the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to:

- obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the financial statements.

A description of my responsibilities for the audit of the financial statements is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar4.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited financial statements on any website where they may be presented
- about any other information which may have been hyperlinked to/from the financial statements.

A handwritten signature in black ink, appearing to read 'M. Kharzoo', with a stylized flourish at the end.

Michael Kharzoo
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

20 December 2021
SYDNEY

Queanbeyan-Palerang Regional Council

SPECIAL SCHEDULES
for the year ended 30 June 2021



Queanbeyan-Palerang Regional Council

Special Schedules

for the year ended 30 June 2021

Contents

Page

Special Schedules:

Permissible income for general rates

3

Report on infrastructure assets as at 30 June 2021

7

Queanbeyan-Palerang Regional Council

Permissible income for general rates

\$ '000	Notes	Calculation 2020/21	Calculation 2021/22
Notional general income calculation ¹			
Last year notional general income yield	a	37,531	39,278
Plus or minus adjustments ²	b	737	438
Notional general income	c = a + b	38,268	39,716
Permissible income calculation			
rate peg percentage	e	2.60%	2.00%
plus rate peg amount	i = e x (c + g)	995	794
Sub-total	k = (c + g + h + i + j)	39,263	40,510
Plus last year's carry forward total	l	56	4
Less valuation objections claimed in the previous year	m	(37)	-
Sub-total	n = (l + m)	19	4
Total permissible income	o = k + n	39,282	40,514
Less notional general income yield	p	39,278	40,483
Catch-up or (excess) result	q = o - p	4	31
Carry forward to next year ⁶	t = q + r + s	4	27

Notes

- (1) The notional general income will not reconcile with rate income in the financial statements in the corresponding year. The statements are reported on an accrual accounting basis which include amounts that relate to prior years' rates income.
- (2) Adjustments account for changes in the number of assessments and any increase or decrease in land value occurring during the year. The adjustments are called 'supplementary valuations' as defined in the Valuation of Land Act 1916.
- (6) Carry forward amounts which are in excess (an amount that exceeds the permissible income) require Ministerial approval by order published in the *NSW Government Gazette* in accordance with section 512 of the *Local Government Act 1993*. The OLG will extract these amounts from Council's Permissible income for general rates Statement in the financial data return (FDR) to administer this process.



INDEPENDENT AUDITOR'S REPORT

Special Schedule – Permissible income for general rates

Queanbeyan-Palerang Regional Council

To the Councillors of Queanbeyan-Palerang Regional Council

Opinion

I have audited the accompanying Special Schedule – Permissible income for general rates (the Schedule) of Queanbeyan-Palerang Regional Council (the Council) for the year ending 30 June 2022.

In my opinion, the Schedule is prepared, in all material respects in accordance with the requirements of the Local Government Code of Accounting Practice and Financial Reporting 2020–21 (LG Code) and is in accordance with the books and records of the Council.

My opinion should be read in conjunction with the rest of this report.

Basis for Opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under the standards are described in the 'Auditor's Responsibilities for the Audit of the Schedule' section of my report.

I am independent of the Council in accordance with the requirements of the:

- Australian Auditing Standards
- Accounting Professional and Ethical Standards Board's APES 110 'Code of Ethics for Professional Accountants (including Independence Standards)' (APES 110).

I have fulfilled my other ethical responsibilities in accordance with APES 110.

Parliament promotes independence by ensuring the Auditor-General and the Audit Office of New South Wales are not compromised in their roles by:

- providing that only Parliament, and not the executive government, can remove an Auditor-General
- mandating the Auditor-General as auditor of councils
- precluding the Auditor-General from providing non-audit services.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to the special purpose framework used to prepare the Schedule. The Schedule has been prepared for the purpose of fulfilling the Council's reporting obligations under the LG Code. As a result, the Schedule may not be suitable for another purpose.

Other Information

The Council's annual report for the year ended 30 June 2021 includes other information in addition to the Schedule and my Independent Auditor's Report thereon. The Councillors are responsible for the other information. At the date of this Independent Auditor's Report, the other information I have received comprise the general purpose financial statements, special purpose financial statements and Special Schedule 'Report on infrastructure assets as at 30 June 2021.

My opinion on the Schedule does not cover the other information. Accordingly, I do not express any form of assurance conclusion on the other information. However, as required by the *Local Government Act 1993*, I have separately expressed an opinion on the general purpose financial statements and the special purpose financial statements.

In connection with my audit of the Schedule, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the Schedule or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude there is a material misstatement of the other information, I must report that fact.

I have nothing to report in this regard.

The Councillors' Responsibilities for the Schedule

The Councillors are responsible for the preparation of the Schedule in accordance with the LG Code. The Councillors' responsibility also includes such internal control as the Councillors determine is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

In preparing the Schedule, the Councillors are responsible for assessing the Council's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting.

Auditor's Responsibilities for the Audit of the Schedule

My objectives are to:

- obtain reasonable assurance whether the Schedule as a whole is free from material misstatement, whether due to fraud or error
- issue an Independent Auditor's Report including my opinion.

Reasonable assurance is a high level of assurance, but does not guarantee an audit conducted in accordance with Australian Auditing Standards will always detect material misstatements. Misstatements can arise from fraud or error. Misstatements are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions users take based on the Schedule.

A description of my responsibilities for the audit of the Schedule is located at the Auditing and Assurance Standards Board website at: www.auasb.gov.au/auditors_responsibilities/ar8.pdf. The description forms part of my auditor's report.

The scope of my audit does not include, nor provide assurance:

- that the Council carried out its activities effectively, efficiently and economically
- about the security and controls over the electronic publication of the audited Schedule on any website where it may be presented
- about any other information which may have been hyperlinked to/from the Schedule.

A handwritten signature in black ink, appearing to read 'M. Kharzoo', with a stylized flourish at the end.

Michael Kharzoo
Director, Financial Audit Services

Delegate of the Auditor-General for New South Wales

20 December 2021
SYDNEY

Queanbeyan-Palerang Regional Council

Report on infrastructure assets as at 30 June 2021

Asset Class	Asset Category	Estimated cost				Net carrying amount \$ '000	Gross replacement cost (GRC) \$ '000	Assets in condition as a percentage of gross replacement cost				
		Estimated cost to bring assets to satisfactory standard \$ '000	to bring to the agreed level of service set by Council \$ '000	2020/21 Required maintenance ^a \$ '000	2020/21 Actual maintenance \$ '000			1	2	3	4	5
Buildings	Buildings	1,129	372	2,710	1,055	102,685	150,561	23.0%	51.1%	22.1%	3.5%	0.2%
	Sub-total	1,129	372	2,710	1,055	102,685	150,561	23.0%	51.1%	22.1%	3.5%	0.2%
Roads	Sealed Roads	923	3,605	4,470	12,555	320,615	372,126	80.1%	15.0%	4.0%	0.8%	0.2%
	Unsealed roads	–	–	320	–	11,348	26,515	4.4%	2.4%	93.2%	0.0%	0.0%
	Bridges	1,414	8,083	400	–	62,797	104,154	32.8%	21.8%	37.7%	7.8%	0.0%
	Footpaths	119	681	340	–	31,485	40,711	65.4%	20.0%	13.0%	1.7%	0.0%
	Other road assets (includes bulk earthworks)	151	714	1,720	–	579,058	607,320	92.1%	4.0%	3.7%	0.1%	0.0%
	Sub-total	2,607	13,083	7,250	12,555	1,005,303	1,150,826	79.9%	9.7%	9.3%	1.1%	0.1%
Water supply network	Water supply network	3,151	17,931	2,270	2,599	134,920	233,937	15.3%	38.3%	38.7%	7.7%	0.0%
	Sub-total	3,151	17,931	2,270	2,599	134,920	233,937	15.3%	38.3%	38.7%	7.7%	0.0%
Sewerage network	Sewerage network	3,375	18,114	2,810	4,831	168,046	272,433	25.1%	37.3%	30.9%	6.5%	0.2%
	Sub-total	3,375	18,114	2,810	4,831	168,046	272,433	25.1%	37.3%	30.9%	6.5%	0.2%
Stormwater drainage	Stormwater drainage	9,205	13,358	900	152	125,744	200,418	28.9%	39.8%	20.3%	4.3%	6.7%
	Sub-total	9,205	13,358	900	152	125,744	200,418	28.9%	39.8%	20.3%	4.3%	6.7%
Open space / recreational assets	Swimming pools	–	–	500	–	5,568	8,402	0.0%	70.4%	29.7%	0.0%	0.0%
	Park Structures	72	1	2,330	1,781	27,181	35,055	36.7%	53.2%	8.9%	1.2%	0.0%
	Sub-total	72	1	2,830	1,781	32,749	43,457	29.6%	56.5%	12.9%	0.9%	0.0%
Total – all assets		19,539	62,859	18,770	22,973	1,569,447	2,051,632	55.0%	23.6%	17.6%	3.0%	0.7%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required

Queanbeyan-Palerang Regional Council

Report on infrastructure assets as at 30 June 2021 (continued)

5 **Very poor**

Urgent renewal/upgrading required

Queanbeyan-Palerang Regional Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (consolidated) *

\$ '000	Amounts 2021	Indicator 2021	2020	Indicators 2019	2018	Benchmark
Buildings and infrastructure renewals ratio						
Asset renewals ¹	31,305					
Depreciation, amortisation and impairment	24,504	127.75%	61.42%	144.21%	86.18%	>= 100.00%
Infrastructure backlog ratio						
Estimated cost to bring assets to a satisfactory standard	19,539					
Net carrying amount of infrastructure assets	1,569,447	1.24%	1.20%	3.22%	2.60%	< 2.00%
Asset maintenance ratio						
Actual asset maintenance	22,973					
Required asset maintenance	18,770	122.39%	109.66%	86.49%	92.02%	> 100.00%
Cost to bring assets to agreed service level						
Estimated cost to bring assets to an agreed service level set by Council	62,859	3.06%	3.23%	2.31%	1.85%	
Gross replacement cost	2,051,632					

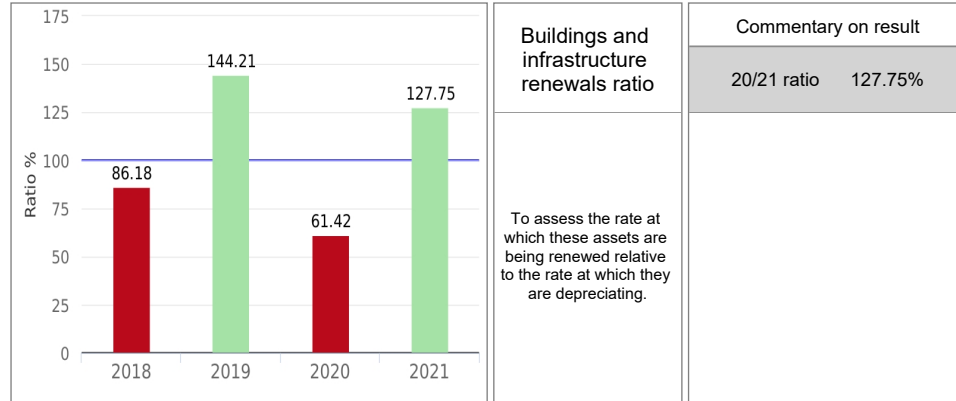
(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Queanbeyan-Palerang Regional Council

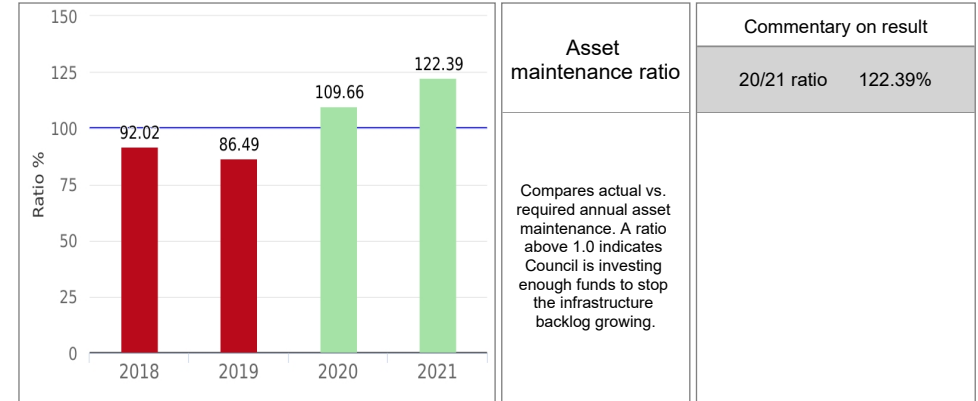
Report on infrastructure assets as at 30 June 2021

Buildings and infrastructure renewals ratio



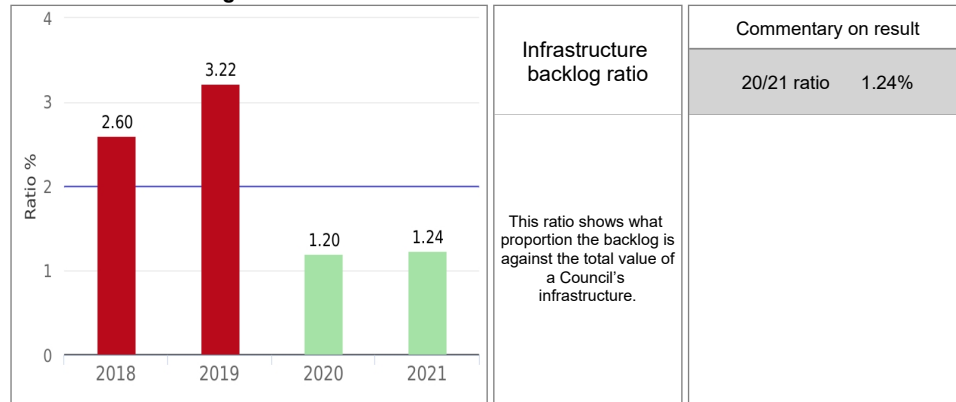
Benchmark: — $\geq 100.00\%$ ■ Ratio achieves benchmark
■ Ratio is outside benchmark
 Source of benchmark: Code of Accounting Practice and Financial Reporting

Asset maintenance ratio



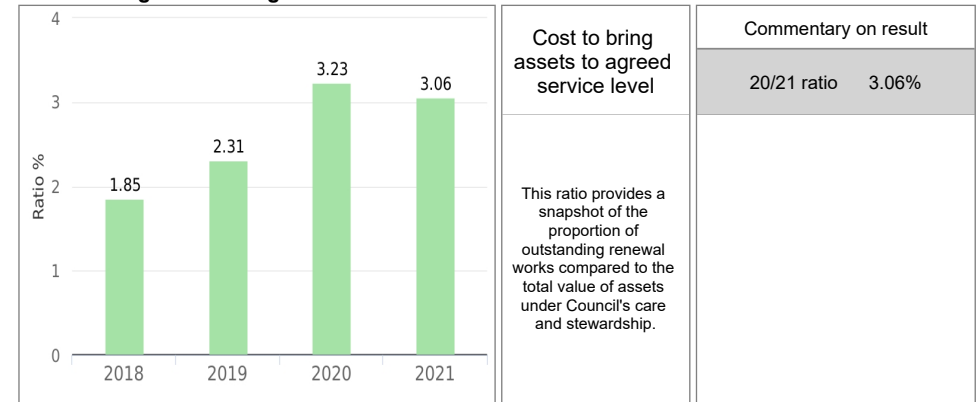
Benchmark: — $> 100.00\%$ ■ Ratio achieves benchmark
■ Ratio is outside benchmark
 Source of benchmark: Code of Accounting Practice and Financial Reporting

Infrastructure backlog ratio



Benchmark: — $< 2.00\%$ ■ Ratio achieves benchmark
■ Ratio is outside benchmark
 Source of benchmark: Code of Accounting Practice and Financial Reporting

Cost to bring assets to agreed service level



Queanbeyan-Palerang Regional Council

Report on infrastructure assets as at 30 June 2021

Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2021	2020	2021	2020	2021	2020	
Buildings and infrastructure renewals ratio							
Asset renewals ¹	143.00%	66.00%	85.00%	19.00%	96.00%	60.00%	>= 100.00%
Depreciation, amortisation and impairment							
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard	1.03%	1.11%	2.34%	1.74%	2.01%	1.38%	< 2.00%
Net carrying amount of infrastructure assets							
Asset maintenance ratio							
Actual asset maintenance	113.54%	110.61%	114.49%	136.65%	171.92%	91.31%	> 100.00%
Required asset maintenance							
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council	1.74%	2.76%	7.66%	6.39%	6.65%	3.55%	
Gross replacement cost							

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

State of the
Environment
report
2017-21

www.qprc.nsw.gov.au

Glossary

LGA	Local Government Area
CRJO	Canberra Region Joint Organisation
EPA	Environmental Protection Authority
STP	Sewage Treatment Plant
WTP	Water Treatment Plant
CDS	Container Deposit Scheme
SEPP	State Environmental Planning Policies
MRF	Materials Recycling Facility
P	Phosphorus
N	Nitrogen
PAMPs	Pedestrian and Mobility Plan
ITS	Integrated Transport Strategy
IWCM	Integrated Water Cycle Management
Cond	Conductivity
ANZECC	Australian and New Zealand Environment and Conservation Council
TDS	Total dissolved solids
DO	Dissolved Oxygen
APC	Australian Platypus Conservancy
RAPs	Remediation Action Plans
EMPs	Environmental Management Plans
QCC	Queanbeyan City Council
CO ₂ e	Carbon dioxide equivalent
GHG	Greenhouse Gas
BCRRF	Bushfire Community Recovery and Resilience Fund
kW	Kilowatt
kWh	Kilowatt hour
ML	Megalitres

Contents

Glossary	2
Snapshot of Environmental Indicators	4
Introduction	7
Sustainability	8
Climate & Emissions	10
Waste	13
Catchment, Water & Sewage	17
Biodiversity	22
Biosecurity	24
Environmental Education	26
Environmental Health	28
Land-use Planning, Community Land & Heritage	31

Snapshot of Environmental Indicators in QPRC

Key

Status	G Good	M Moderate	P Poor
Trend	+ Improving	● Stable	- Getting worse
Data Quality	✓✓✓ High	✓✓ Moderate	✓ Low

Indicator	2017-18	2018-19	2019-20	2020-21	Status	Trend	Data Quality
Sustainability							
Pedestrian paths (km)	208.67	210.82	211.43	217.41	M	+	✓✓✓
Shared paths (km)	23.71	25.71	36.48	36.48	G	+	✓✓✓
Total registered passenger vehicles	46147	47524	52824	53819	M	-	✓✓
Registered EVs	38	36	19	34	P	●	✓✓
Total third-party certified sustainable infrastructure (Green star, ISCA, LEED, WELL & NABERS)	2	4	4	4	G	+	✓✓
Climate - Weather							
Queanbeyan							
Rainfall(mm)	497.6	532.4	446.6	653.4			✓✓✓
Mean maximum temperature (°C)	21.9	22.1	21.6	20.1			✓✓✓
Mean minimum temperature (°C)	6.8	7.1	7.1	7.1			✓✓✓
Braidwood							
Rainfall (mm)	446.4	659.6	461.8	1226			✓✓✓
Mean maximum temperature (°C)	20.4	20.3	20.3	19			✓✓✓
Mean minimum temperature (°C)	6.5	6.9	6.2	6.6			✓✓✓
Bungendore							
Rainfall (mm)	528.1	528.2	539.6	1111			✓✓✓
Climate - Emissions							
GHG emissions (CO2e t) Council operations	11461	12508	12695	11865	P	●	✓✓
GHG emissions (CO2e t) Community	1046000	1046000	1040000	No data	P	+	✓✓
Scope 1 emissions(CO2e t) Council operations	2049	2607	2893	2812	P	-	✓
Scope 2 emissions(CO2e t) Council operations	8070	8635	8618	7958	P	+	✓✓
Scope 3 emissions(CO2e t) Council operations	1342	1266	1184	1095	P	+	✓

Please note:

Scope 1 emissions are direct and released as a result of an activity, e.g. driving a petrol car.

Scope 2 emissions are indirect and are released specifically from purchased electricity only.

Scope 3 emissions are indirect any emissions not included in Scope 2.

Total energy consumption (kWh) <i>Council operations</i>	41963	45261	45537	41235	M	●	✓✓✓
Total unleaded and diesel fuel consumption (L) <i>Council operations</i>	626,669	769,842	886,266	No data	P	-	✓
Annual solar panel system installations	660	752	987	1264	G	+	✓✓✓
Cumulative total of solar panel system installations	4226	4978	5965	7229	G	+	✓✓✓
Annual capacity of solar panel systems (kW)	4502	5611	8275	12,225	G	+	✓✓✓
Cumulative total of solar capacity (kW)	21,900	26,767	34,950	45,961	G	+	✓✓✓

Environmental Health

Air quality complaints

Dust	No data	No data	13	1	M	+	✓
Odour	No data	No data	6	10	M	-	✓
Smoke	No data	No data	14	21	M	-	✓

Noise complaints

Barking dogs	No data	No data	90	103	M	-	✓
Power tools	No data	No data	15	36	M	-	✓
Stereo system (Music)	No data	No data	17	21	M	-	✓
Air conditioners	No data	No data	8	11	M	-	✓
Vehicles	No data	No data	26	24	M	●	✓

Pollution complaints

Waterways pollution	No data	No data	37	53	P	-	✓
Land pollution	No data	No data	22	36	M	-	✓
Other pollution	No data	No data	42	29	M	+	✓

Biodiversity

Threatened species	119	119	119	119	P	●	✓✓
Threatened ecological communities	6	8	8	8	P	-	✓✓
Threatened populations	0	0	0	0	G	●	✓✓
Native vegetation (and associated ecosystems) affected by wildfire	0.2%	0	33%	0	P	-	✓✓✓
Native plant species identified at high risk following bushfires	0	0	0	33	P	-	✓✓
Areas of native vegetation cleared	No data	No data	No data	No data	P	-	✓

Biosecurity

Biosecurity weed inspections	1509	1824	2295	2461	G	+	✓✓✓
New priority weed species detected	No data	No data	No data	No data	M	●	✓✓
Spread of emerging priority weeds	No data	No data	No data	No data	M	●	✓

Impact of widespread weeds	No data	No data	No data	No data	P	●	✓
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Environmental Education

Environmental education events	9	5	4	8	G	●	✓✓
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Waste

Total waste (t) landfill, recycle, organics	27745.9	31904.5	36487.4	29496.2	M	●	✓✓
Waste to landfill (t)	15849	15291.9	20287.3	17254.6	M	●	✓✓
Recycled material (t)	6506.8	9381.5	5767.5	5332.6	M	●	✓✓
Organic material (t)	5544	7230.9	10432.6	6909	G	+	✓✓
Waste from kerbside collections (t) - garbage, recycle, organics	17635	16484.9	17426.4	18802.7	M	●	✓✓
Proportion of waste material diverted	42%	52%	44%	41%	M	●	✓✓
Waste to landfill per capita (kg)	254	245	325	277	M	●	✓✓
Waste recycled per capita (kg) includes organics and other recyclables	194	266	260	196	M	●	✓✓

Catchment, Water and Sewage

Drinking Water

Per Capita Daily Water Use- Residential (L)	241	223	199	198	G	+	✓✓✓
Total Water Use (ML)	4300	4022	4307	4329	M	●	✓✓✓
Drinking Water- Samples complying with Standards	89.37%	97.07%	95.45%	99.37%	G	+	✓✓✓

Recycled Water

Recycled Water Used (ML)	0	42	45	247	G	+	✓✓✓
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Sewage

Total Volume of Sewage Treated (ML)	4139	4638	4147	5287	P	-	✓✓✓
Total Discharge from Sewage Treatment Plants (ML)	3509	3550	3530	4225	P	-	✓✓✓

Catchment Health

River Water Quality	No data	No data	No data	No data	M	●	✓✓✓
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Land use Planning, Community Land and Heritage

Development

Development Applications Processed	325	286	522	775	P	-	✓✓✓
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Heritage

National Heritage Items	2	2	2	2	M	●	✓✓✓
State Heritage Items	21	21	21	21	M	●	✓✓✓
Local Heritage Items	545	545	545	545	M	●	✓✓✓
Local Heritage Grants	No Data	No Data	7	5	M	●	✓✓
Value of Local Heritage Grants	No Data	No Data	\$19 998	\$11 084	M	●	✓✓
Special Heritage Grants	No Data	No Data	6	7	M	●	✓✓
Value of Special Heritage Grants	No Data	No Data	\$150 000	\$150 983	M	●	✓✓

Introduction

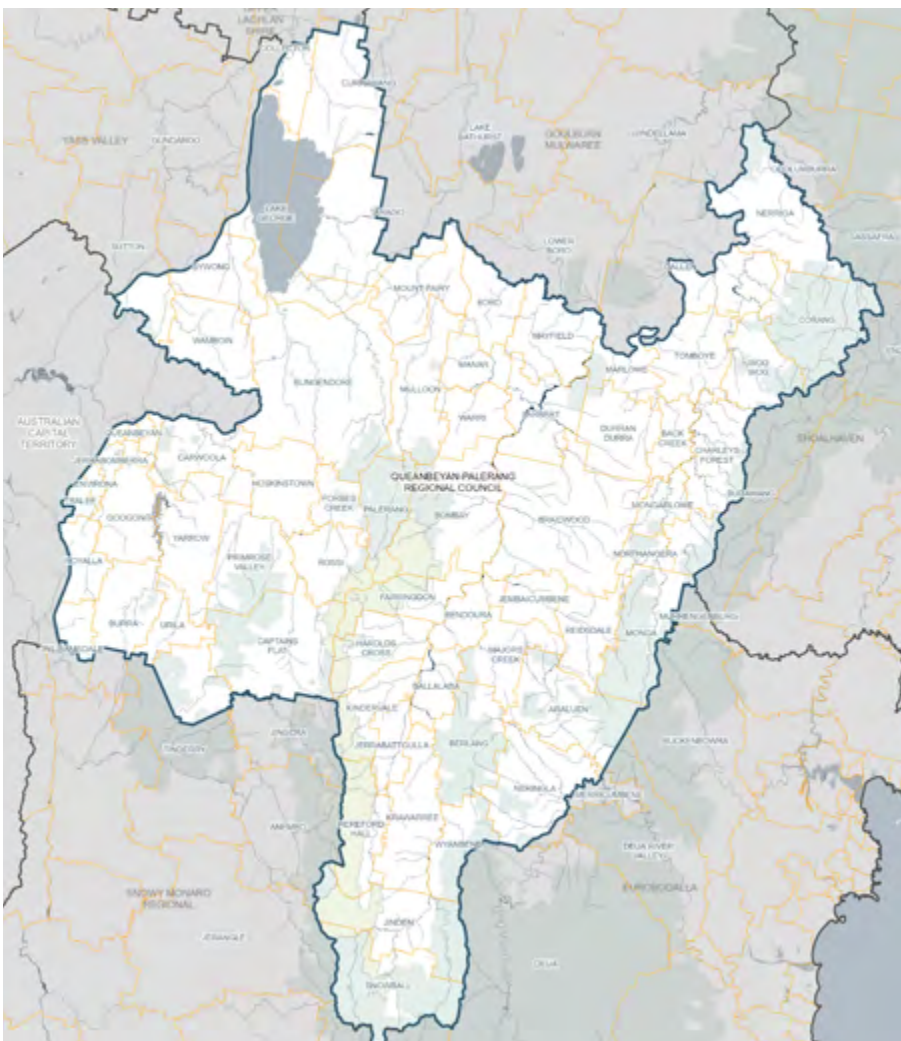
On 12 May 2016, the NSW Government announced a merger of Queanbeyan City and Palerang councils to create the Queanbeyan-Palerang Regional Council. The new local government area of Queanbeyan-Palerang has a population of 56,771 (projected to reach 76,000 by 2031) and an area of 5,319km². Population growth is naturally reflected in the growth of the number of households within the LGA.

The major population centres include Queanbeyan, Googong, Bungendore, Braidwood and Captains Flat. There are also several rural villages and large residential populations living in rural-residential areas to the west of the LGA near the ACT border.

QPRC is in a unique position within NSW as our proximity to Canberra creates some additional lifestyle opportunities for the region.

As such, Queanbeyan is quite different to other similar sized regional centres, using the water supply and waste facilities of the ACT. The Queanbeyan Sewage Treatment Plant is located in the ACT at Oaks Estate and is planned for upgrade in the next few years with planning already underway.

Population growth in QPRC is significant due to the demand for new housing surrounding the ACT. The new urban land release area of Googong Township has seen enormous growth during the reporting period. This population growth is a key driver for many of our social, economic, environmental and governance pressures.



Sustainability and Climate

Council has become more environmentally conscious since 2017, aiming to demonstrate sustainability and environmental best practice for our community.

Sustainability

Council has a role in demonstrating sustainability and environmental best practice. Council's goal is to conduct our decision-making and operations in a responsible and ethical manner that protects the environment, benefits the community, and exemplifies leadership. Council plays an equally important role in enabling and facilitating sustainability and environmental best practice within the community through education, support and providing resources.

Sustainable Certified or Registered Non-Residential Building or Infrastructure

Queanbeyan Government Services Centre 11 Farrer Place | Greenstar certified | 5.5 Star Energy and Water

Queen Elizabeth II Park Queanbeyan | IS certified | Excellent as Built

Queanbeyan Indoor Sports Centre Yass Road | Greenstar certified | 4 Star- Best Practice

Googong Development | Greenstar certified | 5 Star - Australian Excellence

Poplars Innovation and Services Precinct Jerrabomberra - Greenstar registered only

Queanbeyan Civic and Cultural Precinct - Greenstar registered only

New Queanbeyan STP | Queanbeyan ISCA registered only

Sustainable Procurement

Sustainable procurement practices have been of increased focus for Council in recent years. Development of life-cycle analysis tools and sustainability guidelines is included in our procurement policy and tender documents. This directs Council operations down the path of best practice for minimising our environmental impacts from office stationary to chemical disposal and contractor environmental obligations.

Sustainable Buildings and Infrastructure

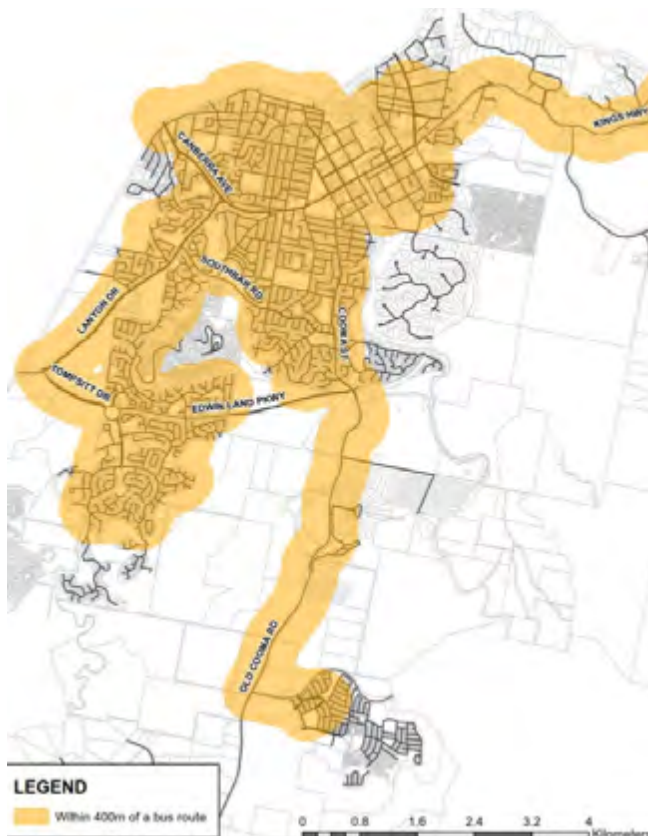
Queanbeyan-Palerang has seen significant growth (50% increase) in the number of third-party sustainability certified non-residential buildings and infrastructure since July 2017. Significantly, Queanbeyan-Palerang now has the highest proportion of Greenstar registered and certified non-residential buildings and infrastructure in non-metropolitan southern NSW.

Council has adopted the Sustainable Design for Council Buildings Policy to ensure Council buildings or infrastructure are built in accordance with sustainability and environmental best practice and will contribute to the sustainability of Council operations.

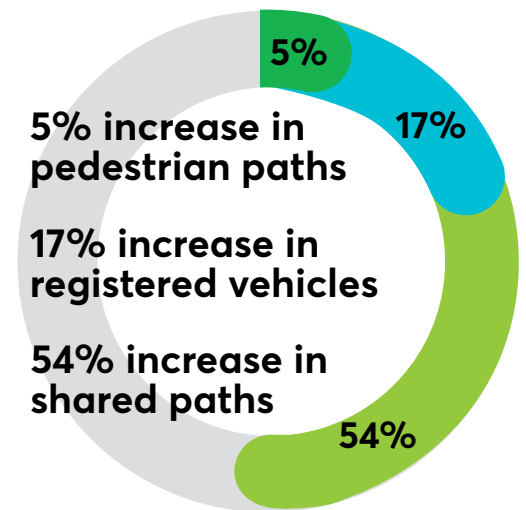
Sustainable Transport

There has been significant growth in the transport sector over the past four years. More than 21km of pathways have been added to the network since July 2017, which now encompasses over 250km of pedestrian and shared pathways. The number of registered 'private' vehicles continues to grow each year, this is likely due to continued population growth within the region.

In June 2020, Council adopted the Integrated Transport Strategy (ITS) and the Pedestrian and Bike Plans (also known as Pedestrian and Mobility Plans or PAMPs) for Braidwood, Bungendore, and Queanbeyan. The ITS and PAMPs will guide the development of road and public transport options into the future with a focus on key transport issues such as interactions between transport and land use, transport safety, traffic congestion and parking.



400m walking distance to QCity bus routes- QPRC ITS



Sustainability Communication

Council's website is regularly updated with sustainability and environmental information and plays an important role in raising awareness and encouraging sustainable practices

Recently Council has also established the quarterly 'All Things Sustainability' Newsletter that showcases sustainability, initiatives, projects, grants, and events from across the LGA.

Please contact Council's sustainability team at sustainability@qprc.nsw.gov.au to be included within the mailing list or if you have any projects, events, or initiatives that could be shared or promoted.

Sustainability Awards

Over the past four years Council has won a number of awards and accolades for our work within the sustainability and climate change sectors.

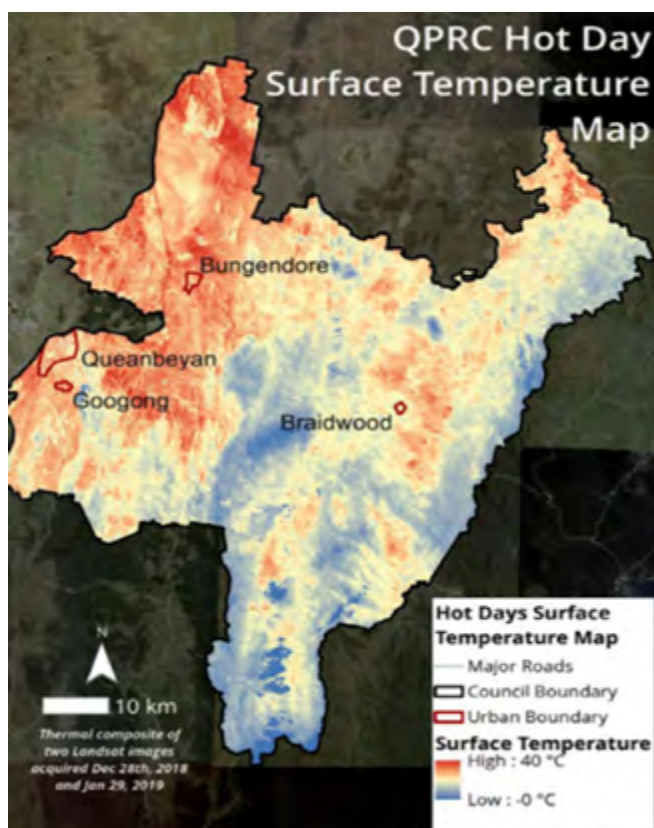
Most notably Council received the 'Infrastructure Sustainability Council of Australia Impact Award' for the Queen Elizabeth II Park and Collett Street redevelopment and the 'Keep Australia Beautiful NSW Renewable Energy Award' for Council's Renewables and Energy Efficiency projects.

Keeping it Cool – Vegetation and Heat Adaptation Projects

In early 2020, Council was successful in receiving \$44,000 in grant funding from the NSW Government to undertake several vegetation and heat adaptation projects over two years including:

- Developing heat maps of the QPRC region. *Completed*
- Undertaking climate vulnerability assessments of current urban trees. *Completed*
- Developing a QPRC Urban Forest Strategy. *Ongoing*
- Undertaking experimental pilot plantings of future climate-ready trees. *Ongoing*
- Educating and informing the community and elected Council on vegetation and heat adaptation. *Ongoing*

It is anticipated that the remaining 'ongoing' projects will be completed by December 2021.

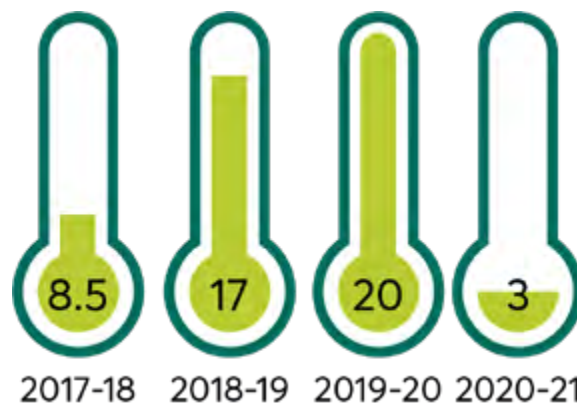


Climate and Emissions

Weather

Overall, the mean maximum temperature during the reporting period was moderately (0.5°C) above the long-term mean across the region.

Average number of hot days (>35°)



Long term average 8.5 hot days per year.

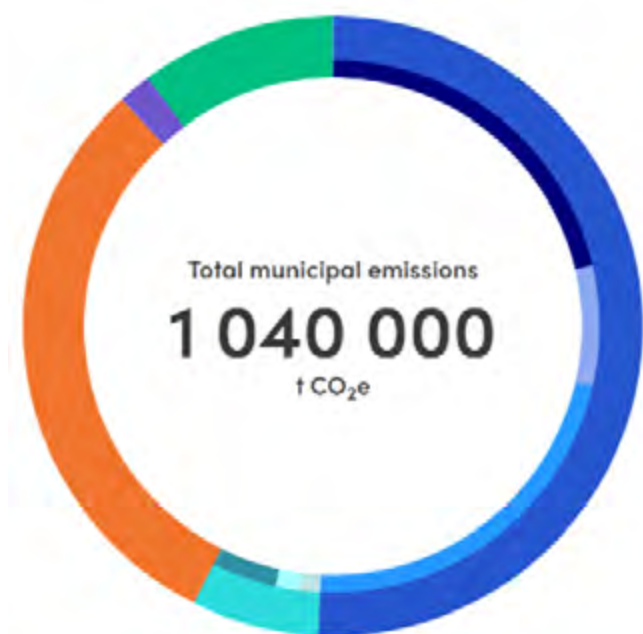
Troublingly, the region experienced a 42% increase in the number of days above 35°C during the reporting period when compared to the long-term average. Precipitation has also been extremely variable over the past four years, with the region experiencing a 26% decrease in rainfall during the 2019-20 financial year in contrast to a 53% increase in rainfall during the 2020-21 financial year.

Over the past four years, the QPRC region has experienced several extreme weather events including severe drought, bushfires, and flooding events, this has resulted in over \$8m worth of damage to Council infrastructure and assets. More than 122,000 hectares of land were burnt and 57 houses, along with numerous facilities and outbuildings were destroyed in the Black Summer bushfires. These bushfires were some of the largest and most destructive ever recorded in the region.

Emissions

Greenhouse gas emissions decreased within the community by 1% from July 2017 to June 2020. This 1% decrease equates to a 6000-tonne saving of carbon dioxide equivalent (CO₂e) and reduces the community's greenhouse emissions profile to 1,040,000 tonnes of CO₂e per annum. This is primarily driven by a reduction in electricity emissions as a result of increased penetration of renewable energy into the grid.

Community Emissions Profile, Financial Year 2019-20



Source	Sector	Emissions (t CO ₂ e)
Electricity	Residential	222 000
	Commercial	76 000
	Industrial	230 000
Gas	Residential	14 000
	Commercial	14 000
	Industrial	41 000
Transport	On road	319 000
	Domestic air travel	0
Waste	Landfill	10 000
	Water	8 000
Agriculture		106 000
Land Use		-5 000

Land Use data is not used in the chart nor the displayed total municipal emissions.

Within Council operations greenhouse gas emissions have increased from 2017-18 levels by 4% to 11,864 tonnes of CO₂e for the 2020-21 financial year. This is principally driven by a 37% increase in scope 1 emissions. However, the increase in emissions needs to be further considered in the context of the unreliability of the data for the 2017-18 financial year (as a result of Council amalgamation) which is thought to have substantially contributed to the significant increase in scope 1 emissions during the reporting period.

In this regard, further analysis of greenhouse gas emission data, including the removal of unreliable data, provides for a 5% decrease in operational emissions from 2018-19 levels to 2020-21. This decrease can be somewhat attributed to a range of renewable energy and energy efficiency projects completed by Council as well as reduced energy demand as a result of COVID-19. It important to note that Council has an increasing number of facilities and assets. This places increased operational demands for the management of greenhouse gas emissions. Councils' positive outcomes in terms of stabilising and reducing greenhouse gas emissions must acknowledge the proactive management of emissions in the face of a growing number of assets.

LED Streetlighting Upgrade

Throughout late 2020 to mid-2021 Council worked alongside Essential Energy to replace 5,487 inefficient streetlights with energy-efficient LED's throughout the LGA. This will result in a 1,402MWh per year reduction in power use, delivering savings to Council of approximately \$441,000. It is anticipated that from this project alone, Council's operational emissions will be reduced by a further 5 to 7.5% during the 2021-22 financial year.

QPRC Climate Change Action Plans

The QPRC Community Climate Change Action Plan & QPRC Council Operations Climate Change Action Plan were developed with considerable input from the community and were adopted by Council in May 2020. Both Action Plans cover the period from 2020 to 2030 and recognise the roles that Council and the community have in ensuring that QPRC contributes to local, national, and global efforts to mitigate and adapt to climate change.

The Council Operations Climate Change Action Plan highlights pathways and opportunities for Council to make significant reductions in emissions through a program of actions within day-to-day operations. Currently, Council is committed to a 30% operational emissions reduction target by 2025.



QPRC Community and Council Operations Climate Change Action Plans

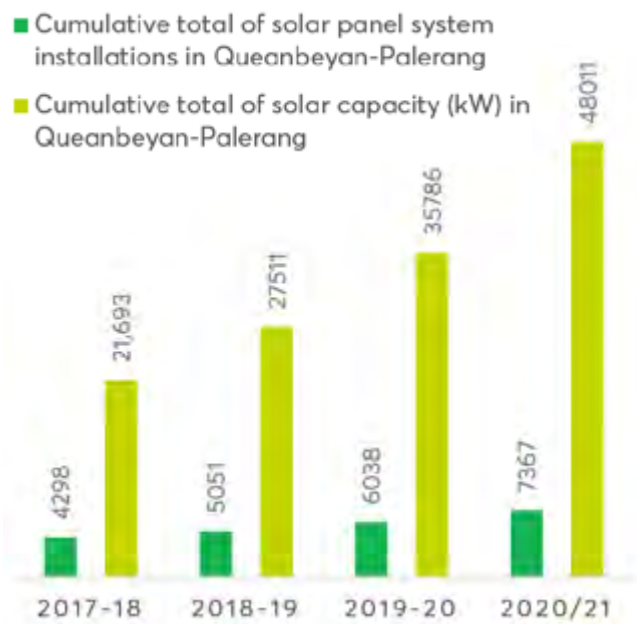
On the other hand, the QPRC Community Climate Change Action Plan recognises the important role the community has in addressing climate change and highlights measures the community can take to mitigate and adapt to climate change with the support of Council. The plan also commits Council to support the NSW Government's goal of reaching net-zero community emissions by 2050.

As at 30 June 2021, four of the 128 actions have been completed while 26 actions are currently in progress. Some notable actions which have been completed include:

- Review of Council's waterwise program.
- LED streetlighting upgrade across major and minor roads within the LGA.
- Development of a heat adaptation and urban forest strategy for the region including heat mapping.

Data available from the Australian Government Clean Energy Regulator and the Australian PV Institute shows that by the conclusion of 2020-21 there was a cumulative total of 7367 Solar Generation Units (solar panel systems) within the LGA with a combined output of 48,011kW. Subsequently, approximately 27.7% of all dwellings in Queanbeyan-Palerang have a solar panel system installed, this is slightly above the NSW average of 26.5%.

Total solar panel system installations and capacity(kW)

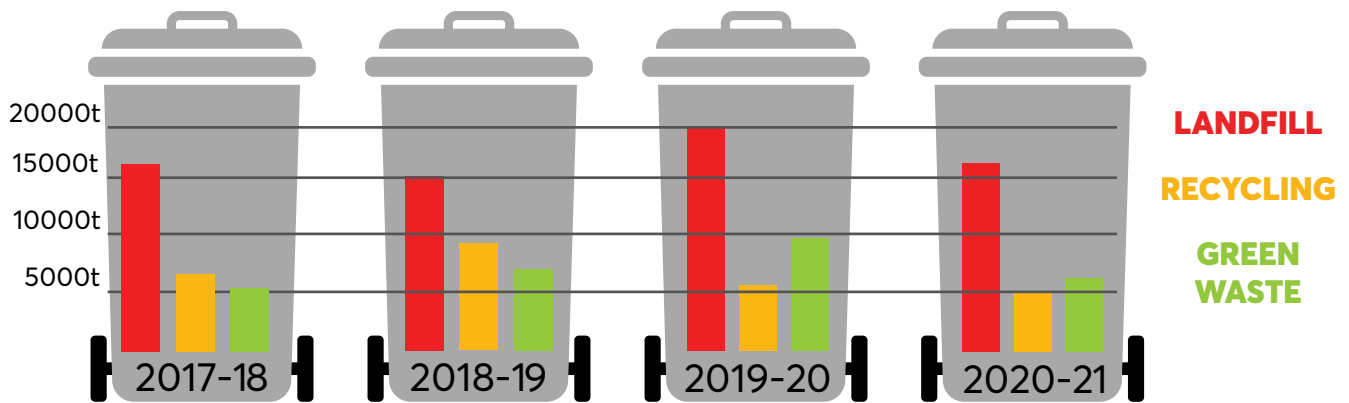


Waste

"Waste isn't waste until we waste it."

Between 2017-2021 there has been a 6% increase in total waste, which includes kerbside collections and drop off at waste facilities.

Tonnes of waste dropped of and picked up in QPRC



There has been a 6% increase overall in waste collected or dropped off from households, however not all this waste went to landfill. There was an increase in green bin organics of 28% which includes some food organics. This material does not go to landfill, it is reused as a beneficial garden mulch, compost, or food source for the Black Sword larvae.

The food organics collected from the three townships of Braidwood, Captains Flat and Bungendore are used by GoTerra to feed the Black Sword larvae. The larvae are then used as feed in the agriculture sector. This innovative project provided a solution for household food waste and has been extended to the business community.

Council won a Keep Australia Beautiful NSW Tidy Towns award for this project in 2020.

GoTerra Waste Data	kg
Food waste recycled from residents	11813.57
Livestock feed created	472.54
Insects fed per day	2362.71
CO2 emissions prevented	22436.78

Recycling was down 18%. The introduction of the Container Deposit Scheme Return and Earn in December 2017 may have contributed to this result.

The QPRC area has two Container Deposit Machines and two bulk drop off sites for CDS approved containers. One of the Return and Earn machines in Queanbeyan is one of the highest used machines in NSW.

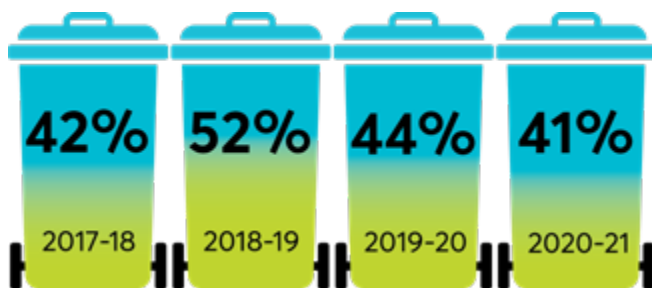
The tonnages collected via the Return and Earn machines, that would have normally gone into resident's yellow topped bins, are not provided to Council. This makes it very difficult to determine the true amount of recycling from the QPRC area.

Waste to landfill has increased by 9%. This may also be reflective of COVID-19. Lockdowns may have attributed to more home cleanouts, or a large increase in single use disposable items including take away food, masks and cleaning items.

Data collection at our transfer stations has also been improved from previous years which may also reflect the increase in waste to landfill.

Council had a major bush fire in 2019-2020 and significant flooding events in 2020 and 2021 which caused considerable damage to people's properties. Residents used the transfer stations to dispose of items damaged during these events which is reflective in the larger amounts of waste to landfill.

Proportion of total materials recycled or reused



QPRC Waste Strategy

Council adopted a new waste management strategy in June 2021 for the next 30 years.

Adoption of the Waste Strategy will allow the community and Council to take a significant step towards reducing waste sent to landfill and to find better uses for some waste products. The Waste Strategy will enhance the sustainability outcomes of the community and Council. The Strategy broadly aligns with the key ambitions and actions of the ACT Waste Strategy, the NSW Waste and Sustainable Materials Strategy and the Canberra Region Joint Organisation (CRJO) Regional Waste Strategy, including:

- Reduce total waste
- Increase average recovery rate from all waste streams
- Increase the use of recycled content
- Phase out problematic and unnecessary plastics
- Reduce the amount of organic waste sent to landfill
- Community education

Food waste is not currently collected in the area of the former QCC LGA. This represents a significant amount of material that can be diverted from landfill. The introduction of FOGO (food organics and garden organics) across all urban areas in QPRC is the biggest goal in the strategy to reduce waste to landfill. The three townships of Braidwood, Bungendore and Captains Flat have FOGO, servicing around 3000 homes. This will be rolled out to the urban area of the Queanbeyan City increasing to around 20,000 homes.

Population growth in areas with a Domestic Waste Management service in the former Palerang LGA has reached the point where the number of collection trucks and drivers is not sufficient to appropriately manage the service.

Remote and rural residents are required to self-haul all their wastes to Council-provided collection points such as bin compounds, rural recycling stations and landfills. Localities that self haul include parts of Nerriga, Majors Creek, Carwoola, Araluen, Macs Reef Road and Burra.

Waste Transfer Stations

In the last four years the Braidwood, Macs Reef and Bungendore landfills were closed and transfer stations opened in their place. The transfer stations allow greater separation of waste with areas to drop off mixed recyclables, metals, green waste, mattresses, tyres, batteries and paints.

There are also Buy Back Centres which residents can drop off items that may be sold on or repurposed. The new transfer stations create an easy drop off area that encourages diversion of reusable and recyclable items from landfill.

Litter

Litter has considerably reduced across NSW, surpassing the NSW Government's 40% litter reduction target. Council has had a number of NSW EPA litter grants which included education, enforcement, cleanup, litter counts and infrastructure. Bins have been placed in locations around Queanbeyan using the EPA Don't Be a Tosser campaign material.



One litter grant worked with a local Indigenous group to design new bins for an area that was commonly highly littered. This project gave ownership to the users of the area.

Council was also involved in a Butt Littering Trial with other councils across NSW to determine the best approaches to change butt littering behaviour using different strategies. This trial partnered with engineering students from the ANU, who use the trial as part of their fourth year final project.

The results were then used to produce the NSW EPA [Identifying effective strategies to reduce cigarette butt litter](#) 2019 and the Butt Litter index 2020 report on Cigarette Disposal Behaviour.

Council won two Keep Australia Beautiful NSW Sustainable Tidy Towns awards for these projects.

Queanbeyan-Palerang is not included in the litter counts for NSW and it is difficult

to gauge the overall amount of litter, there has been a noticeable reduction in CDS containers littered since the introduction of the Return and Earn program.



Waste Education

Refuse, Reduce, Reuse, Repair, Recycle.

Council has been involved with the Canberra Region Joint Organisation (CRJO) waste working group and conducts joint education projects with the other councils and the ACT Government.

The Recycle Right campaign was introduced in 2019 across the South East area as most of the councils on the CRJO waste working group use the ACT Material Recovery Facility (MRF). This ensured consistent messaging across the councils that use the ACT MRF.



Community Recycling Centres

QPRC has two Community Recycling Centres (CRCs), in Bungendore and Queanbeyan. Residents can drop off their difficult household items including batteries, paints, oils, fluorescent globes, and smoke alarms.

The CRCs are a convenient drop off point and they allow residents to divert these harmful items from landfill.



Household Chemical Cleanout

Council continues collection of difficult to dispose of items including chemicals, poisons, fluoro globes and oils at the annual Household Chemical CleanOuts in October each year.

This is provided at 2 locations: Braidwood Saleyards or the Collett Street Car Park in Queanbeyan.

Illegal dumping

Illegal dumping is a huge problem for our LGA, which has not changed significantly during the reporting period. Some improvements have been made with the use of RIDonline NSW, which has increased the reporting of illegal dumping. RIDonline enables better data capture on illegal dumping and identification of hot spots, materials types and costs to council.

Council is an active member of the illegal dumping cross border working group, which works together on strategies to deal with the movement of waste across the borders of councils that surround the ACT. Council investigates as many reported dump sites as possible, however resources are limited and prosecution requires a lot of evidence. Council have reviewed a number of options for minimising illegal dumping and littering in public spaces, on roads and at waste management facilities.

Clean Up Australia Day

Council supports Clean Up Australia Day as a means of managing litter and to educate the community on illegal dumping.

In recent years, the risks associated with cleanup events held along rural roads have been reviewed. Council has resolved to receive waste from any resident for free on Clean Up Australia Day. This may change with the new Waste Strategy.



ACTSmart business recycling

This program was extended to include the townships of Braidwood and Bungendore. There are also businesses that used the NSW Bin Trim program. This program will be provided by Council in the future with staff using the Bin Trim program tools to assist businesses with waste minimisation.

Catchment, Water and Sewage

Our region has four very different water supplies and treatment systems alongside five waste water treatment plants, including the recycled water in Googong.

Drinking Water supplied by Council

The Queanbeyan-Palerang drinking water supply system has four very different water supplies and treatment systems. All of these water and sewer networks are maintained by Council.

Braidwood, Bungendore and Captains Flat each have their own water treatment plants (WTP) which service the urban areas of the three towns. QPRC has an agreement with Icon Water to purchase bulk potable water for the Queanbeyan and Googong area.

Together the four systems supply treated water to an estimated serviced population of over 49,586. Three of the schemes source their water from surface based supplies while Bungendore is sourced from groundwater.

Estimated population on reticulated water for each township within QPRC:

- Queanbeyan – 37,223
- Googong – 4,554
- Braidwood – 1,783
- Bungendore – 4,657
- Captains Flat – 1,369

The majority of Queanbeyan's drinking water supply comes from the Cotter system, which consists of Corin, Bendora and Cotter dams. The other major storage is Googong Dam, which is used when the Cotter system is shut down for essential maintenance or during drought. Bulk water supply is sourced and supplied under agreement with Icon Water.

In 2015, the former Palerang Council embarked on an Integrated Water Cycle Management (IWCM) project for its LGA. Bungendore requires additional water

sources, treatment and wastewater treatment to support the township's growth. The IWCM identified that Bungendore almost certainly has sufficient water entitlement to support the existing village (as well as any of its infill development) but it would require additional allocations to support any further greenfield residential expansion.

There are two water sources for Bungendore:

- Bungendore alluvial bore
- Currandooly bore

The current Bungendore water supply scheme consists of the original water supply scheme at Bungendore and a supplementary water supply scheme at Currandooly.

In Braidwood, water is sourced from the Shoalhaven River and processed at Council's Braidwood Water Treatment Plant. The availability of non-potable water supplies for Braidwood are limited. Recycled water is not available from the Braidwood treatment plant and Council does not have access to any ground water in the Braidwood area. The possibility of enhancing the Braidwood surface water system with ground water is being considered as a longer term option. Further work will be undertaken in the future to assess the viability of this.

Stage 2 water restrictions were introduced on the Braidwood water supply on 22 November 2019. By December, the entire QPRC LGA was either in drought or drought-affected. Sections of the Shoalhaven River had ceased to flow. This meant that council staff had to place several pumps along a stretch of the river

adjacent to pools, to provide enough flow for town demands and the level in off-river storage ponds was below 80%. Water was trucked from Bungendore to supplement Braidwood's supply

The Captains Flat Water Treatment Plant sources raw water directly from the on-stream dam on the Molonglo River. The dam is a post-tensioned concrete gravity structure 16m high with a crest length of 65m and a storage capacity of 820ML. Captains Flat Dam was constructed in 1939 by Lake George Mines Ltd. to provide a water supply to serve their mining operation and the town of Captains Flat. Tailing dams adjacent to the on-stream dam, failed during the 1940s releasing highly contaminated water and sediment into the Captains Flat Dam. The tailings banks were rehabilitated and re-graded to a more stable condition in the 1970s to reduce the risk of slope failure and of both sediment and polluted seepage being washed into the river. In 1981, the residents of Captain's Flat expressed deep concern regarding the quality of the water supply.

Council hired divers to explore the dam and after they recommended the intake pipes be raised higher up the dam wall, the problem was quickly rectified. The dam had never been intended for use as a supply of domestic water but after the mines had closed, it was upgraded and work carried out to improve the quality of water. Major works have since been undertaken to completely overhaul and upgrade the water supply.

Unpowered boating only is permitted on Captain's Flat Dam. Suitable for canoes, kayaks or roof top boats. There is no boat ramp provided.

In addition to testing and quality assurance checks carried out at each of the WTPs, Council undertakes routine drinking water sampling in accordance with the NSW Drinking Water Monitoring Program. Regular chemical and weekly microbial samples of the reticulated water distributed to the

community are taken to analyse the quality of the water from each of the supplies. The quality of drinking water across the LGA remained consistently high during the reporting period.

Recycled water in Googong

On 1 December 2020 the Googong Water Recycling plant began supplying Googong with recycled water through the purple pipe network. Each water source - rainwater, recycled water, stormwater, wastewater and drinking water - is effectively used or reused for its own unique purpose.

The recycled water can be used for:

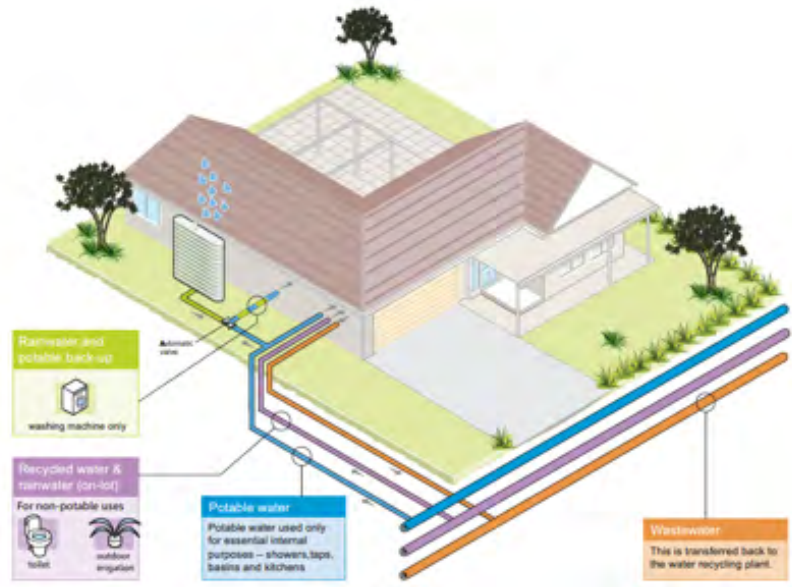
- Flushing toilets
- Watering lawns and gardens
- Washing cars, brickworks and windows
- Watering fruit and vegetable gardens (recommend washing with potable water prior to eating)
- Watering sportsfields and parks
- Fighting fires

Homes, streetscapes and parklands at Googong are all part of the township's Integrated Water Cycle system, helping to drought-proof the community. Recycled water is also used to irrigate public parks and sports fields. Council operates, monitors and maintains the plant where water is treated to a high standard and undergoes ongoing monitoring. Over the 2020-21 financial year, the plant supplied 247ML of recycled water.

Do not put cooking oils, nappies, food, or wipes down the drain. These items can harm the environment and upset the efficient recycling of water. Put them in the bin.



All properties in Googong have a three pipe system, with access to both potable (drinking) and non-potable (non-drinking) water sources as shown in the diagram.



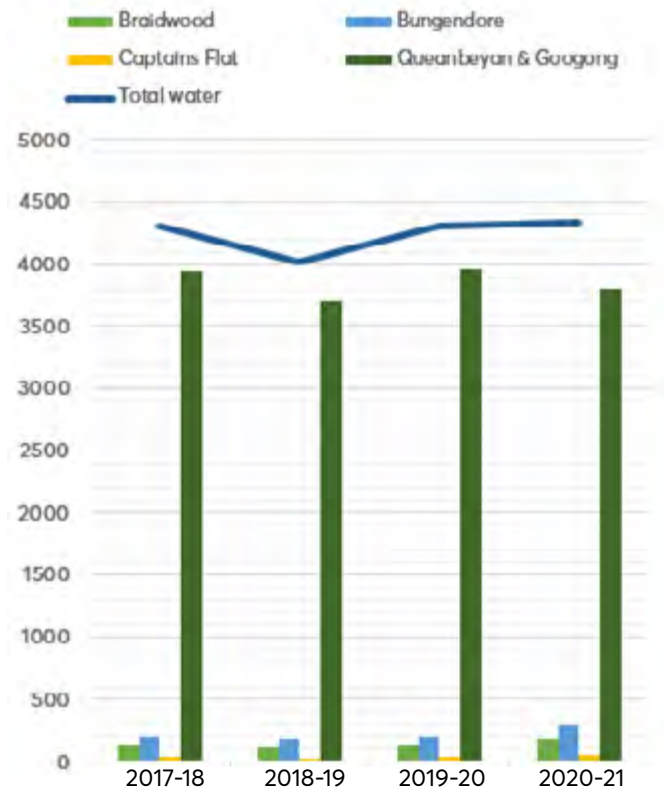
Water Consumption

After years of drought and increasing water conservation measures, water restrictions were lifted at various dates in the first half of 2020. This is believed to be the reason for an uptick in water consumption in most of our water networks in the 2020-21 financial year. It is pleasing to see how seriously restrictions were taken in our drought affected townships that water use was kept so much lower than 'normal'.

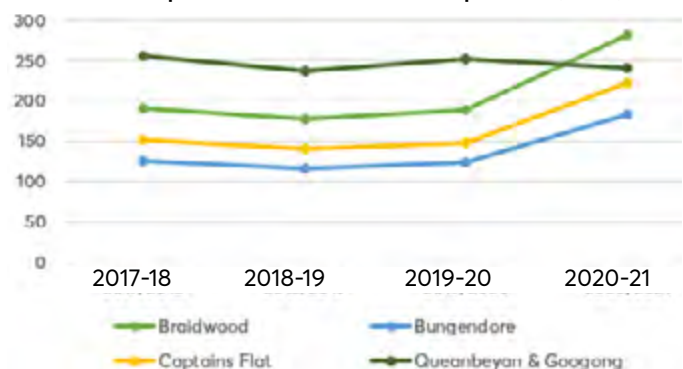
During the 2020-21 year, the only network to see a drop in per capita water consumption was the Queanbeyan and Googong supply, which is part of an ongoing downward trend. This is attributed to the impact of water saving requirements at the design stage of all Googong developments – including the requirement for rainwater tanks to supplement water for laundry use – and the Googong Water Recycling Plant beginning to supply water for irrigation and toilets during the year.

Permanent, mandatory water conservation measures apply year-round in Queanbeyan and Googong.

Total water consumption (ML)



Per capita water consumption (ML)



River water quality

Council undertakes monthly surface water quality monitoring in Queanbeyan at 9 sites to measure the physical, chemical and biological characteristics of our waterways. This water testing allows Council to monitor the health of the river system and compare it to Waterwatch ACT indicators and ANZECC guidelines for recreational use.

It is difficult to interpret too much or establish ongoing trends over the period 2017 -21, as results over the period varied up and down even when averaged. There appears to be a small downward trend in pH, an improvement which resulted in all sites coming into a good rating for this parameter over the period. Conductivity (Cond) and Total Dissolved Solids (TDS) increased (poorer water quality) along the Queanbeyan River over 2018 to 2020, before dropping back to 2017 levels in 2020-21, and in Jerrabomberra Creek and Lake had an overall downward trend (improvement). Dissolved Oxygen (DO %) overall improved at all sites except Beltana Pond, which declined. Nitrogen remained fairly steady over the period, however Phosphorous had poor results, and has shown increases (worsening) at most sites, though this has varied up-and-down year to year.

River report card for 2020-21

	PH	Cond	TDS	DO	P	N
Googong	●	●	●	●	●	●
Wickerslack Lane	●	●	●	●	●	●
Barracks Flat	●	●	●	●	●	●
Dane Street	●	●	●	●	●	●
QEII Park Cemetery	●	●	●	●	●	●
Beltana Pond	●	●	●	●	●	●
Jerra Waterfall	●	●	●	●	●	●
Jerra Lake	●	●	●	●	●	●

Good water quality ●
 Okay water quality ●
 Poor water quality ●

Wastewater Discharge to the Environment

Council operates five wastewater treatment plants, with the one in Googong returning water to the community as recycled water. Our wastewater treatment plants treat the wastewater before it's re-used or discharged to rivers. They follow strict licence conditions issued by the [NSW Environment Protection Authority \(EPA\)](#) or in the case of Queanbeyan, ACT Environment Protection Authority (EPA) requirements. As the site is located in Oaks Estate and discharges to the Molonglo River. The discharges are regularly monitored to ensure final treatment is of high water quality and safe for aquatic life.



The Queanbeyan Sewage Treatment Plant (STP), constructed in the mid-1930s, treats sewage from Queanbeyan prior to discharge into the Molonglo River. Council has upgraded the STP on a number of occasions, with the latest upgrade being in the mid-1980s. While maintenance works are regularly undertaken on the STP, the plant is no longer fit-for-purpose. A significant works program is required to address issues including structural failure, equipment obsolescence, maintenance issues and work health and safety issues, as well as bring the treatment process in line with modern practices.

The upgrade will take vital infrastructure from its current design capacity of 40,000 equivalent persons (EP) to cater for 60,000 EP. Planning for the project is well advanced, with master planning complete and the concept design being finalised.

Licensed sewage effluent discharge	2017-18	2018-19	2019-20	2020-21
Total volume inflow (sewage treated) ML				
Queanbeyan	3,467.94	3,880.00	3,414.56	4,269.74
Googong	203.00	330.00	316.00	531.00
Braidwood	206.00	151.00	144.00	118.06
Bungendore	231.00	243.00	241.78	310.68
Captains Flat	32.00	34.00	31.33	57.93
Volume discharged ML				
Queanbeyan	3,082.56	3,017.63	2,955.31	3,616.92
Googong	108.10	192.37	243.70	193.78
Braidwood	129.86	133.00	137.50	121.41
Bungendore	157.88	174.00	161.66	238.60
Captains Flat	31.00	33.00	32.08	55.18
Mass load Nitrogen (kg)				
Queanbeyan	105,070.20	188,354.00	No data	236,648.00
Googong	No data	No data	No data	746.60
Braidwood	425.64	850.10	877.00	418.49
Bungendore	321.50	666.60	408.30	856.20
Captains Flat	178.30	161.40	137.04	22.40
Mass load Phosphorous (kg)				
Queanbeyan	1,195.76	2,213.53	No data	3,603.90
Googong	No data	No data	No data	3.10
Braidwood	15.10	25.70	10.30	6.10
Bungendore	35.70	32.40	15.70	21.10
Captains Flat	130.40	200.40	19.00	1.00

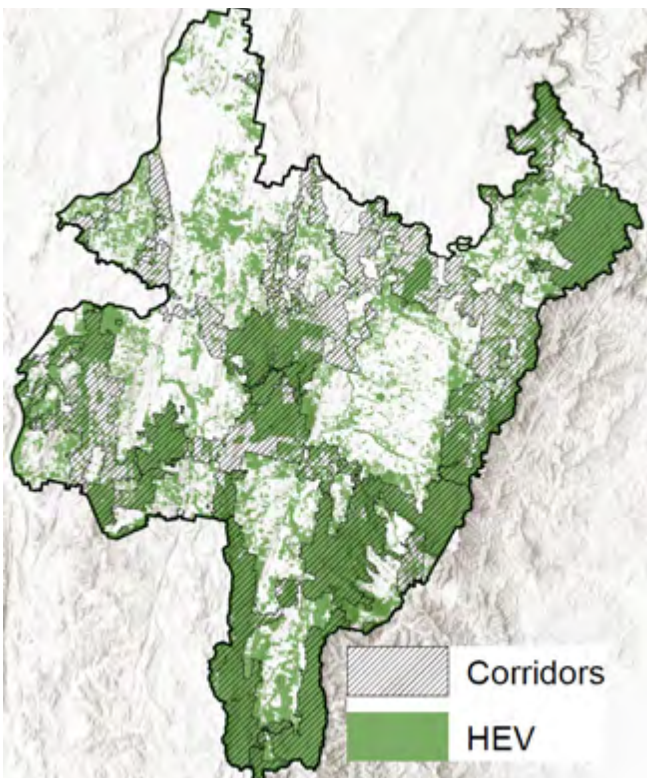
Biodiversity

The Queanbeyan-Palerang region is home to more than 3,000 native species and 34 plant community types. Six 'endemic' species are found nowhere else on earth and all six are threatened with extinction.

Native species

The Queanbeyan-Palerang region is home to more than 3,000 native species. Six 'endemic' species are found nowhere else on earth and all six are threatened with extinction – the Araluen Gum, Araluen Ziera, Bombay bossiaea, Corang Cypress Pine, Majors Creek Leek Orchid and Nerriga Grevillea.

The majority of the region (59%) is still covered with native vegetation, with 38% being modified native vegetation and 3% non-native. A significant area (39%) has been mapped as High Environmental Value vegetation and 41% as wildlife corridors. More than 5,000 seedlings were planted on Council land during the last four years.



Native Vegetation Map - showing vegetation corridors and areas of High Environmental Value

Threats

The extent of native vegetation is mainly threatened by land clearing. Following the 2019-20 bushfires many burnt trees were removed for roadside safety and boundary fence reconstruction.

The condition of native vegetation is largely threatened by climate change and extreme events. Many trees died during the drought to late 2019, one third of the native vegetation was burnt in the 2019-20 bushfires, and many trees have fallen due to saturated soils during the subsequent wet period. Weeds and pest animals continue to apply pressure, with dieback from disease a growing concern.



Cleared boundary fence line

Opportunities

Around 20% of land is protected for conservation, including National Parks estate (15.8%) and private conservation agreements (4.5%). Landholders can seek funding for conservation activities from the Biodiversity Conservation Trust. The new QPRC Local Environmental Plan and Development Control Plan will specify some local controls on biodiversity conservation, and a Biodiversity Strategy has been proposed.

Revegetation should be actively encouraged. Annual high-resolution aerial photography would improve monitoring by land managers and regulatory agencies. Mapping of carbon emission and absorption rates could help determine the value of vegetation in carbon neutral accounting.

QPRC is developing Plans of Management for 660ha of community land classed as a natural area, some under conservation agreement to offset clearing for road construction. Council is mapping high value roadside vegetation and developing a roadside vegetation management plan to help balance conservation and driver safety at priority sites.

Threatened ecological communities

The Queanbeyan-Palerang region is home to 34 plant community types. Eight ecological communities are endangered or critically endangered with extinction, including the Araluen Scarp Grassy Forest that is found nowhere else.

During the last four years Box-Gum Woodland was upgraded to Critically Endangered in NSW and two new communities were listed as Critically Endangered – the Monaro Grassy Woodland and Werriwa Grassy Woodland.

Common threats include clearing, weed invasion and overgrazing.

Threatened species

119 native species found in the region are threatened with extinction, including 77 animals and 42 plants. 39 species are Endangered and 10 Critically Endangered. During the last four years the Budawang Wallaby Grass and a Rice Flower *Pimelea bracteata* were upgraded to Critically Endangered. There are no threatened populations listed.

10 of the threatened plant species, plus another 23 plant species not previously determined to be threatened, are at high risk following the 2019-20 bushfires and

require urgent management intervention.

Key threatening processes are mostly related to clearing native vegetation and habitat, weeds, pest animals, disease and climate change.



Bombay bossiaea

Opportunities

QPRC is assessing the risks posed by weeds at priority environmental asset sites and regularly obtain grants to manage weeds on priority Crown public land.

Council could play a more active role in mapping, monitoring and protecting communities and species threatened with extinction, or at high risk following bushfires, particularly those that live nowhere else. Council's Biodiversity program currently has no dedicated staff and an environmental levy could fund a Biodiversity Officer and grant management.

Case Study: Corang Cypress Pine

QPRC managed a grant-funded project to survey the impacts of bushfire on the Corang Cypress Pine, which is restricted to the banks along 20km of the Corang River. Of more than 4,000 trees, only 69 mature and 6 juvenile plants were found to have survived the fire and subsequent flooding. Large numbers of seedlings have germinated, however are susceptible to another extreme event during the seven years to maturity.



Burnt Corang Cypress Pine

Biosecurity

Council's priority for biosecurity management is to prevent new weeds from entering and establishing in our region. We aim to eradicate and contain isolated hot spots of Fireweed, Gorse and Ox-eye daisy. The impacts of widespread weeds like Serrated tussock and African lovegrass must be minimised by protecting priority assets.

Prevent and eradicate new weeds

Some high priority weeds have never been recorded in the Queanbeyan-Palerang region, including species known to occur in south east NSW such as Parthenium weed and Orange hawkweed.

Other weeds have already arrived and established in isolated locations, including Fireweed, Gorse, Madeira vine and Oxeye daisy. Council's weed management objective is to prevent these weeds from establishing, or at least contain established infestations from spreading.



Ox-eye daisy

Weed control

Council's weed control program targets the following priority weeds:

- Fireweed – around 30 infestations have been eradicated. One persistent hot spot in Googong is regularly inspected and controlled under the Fireweed Fighters program.
- Gorse – Small infestations on Council land are continually controlled. The Gorsebusters program, supported by drones, kayaks and an amphibious ATV, has been surveying and controlling plants along remote river sites.
- Oxeye daisy – The Keeping an Eye on Oxeye Daisy program located several infestations and offered support to control them on private land.

Weeds Compliance

Council achievements included:

- 7,800km of high risk roadside surveys
 - 620 inspections of high risk sites
 - 6,620 routine weed inspections and reports
 - 1,200 on-site meetings with landholders
- 3 high priority weeds were detected for the first time - Spanish heath, Spanish broom and Whiskey grass.



Other new pests and diseases

The regional pest plan lists high risk pest animals, including the American corn snake that has been found in south east NSW. Phytophthora dieback has caused extensive damage in the Monaro region and appears to be establishing locally.

Opportunities

Council should continue the awareness and control programs for Fireweed, Gorse, Oxeye daisy and other new weeds. Further analysis of high risk pathways would help determine how new weeds are likely to arrive and what can be done to better intercept and detect them.



Minimise the impacts of widespread weeds

Many exotic plant species are well established in the Queanbeyan-Palerang region, and some of these are proving to be very invasive and difficult to control. These weeds include African lovegrass, Blackberry, Broom species, Serrated tussock, St John's wort and Sweet briar. Council's weed management objective is to minimise the impact of these weeds, specifically by protecting priority assets.



Widespread Broom infestation

Weed control

Seasonal control of priority widespread weeds has been completed along approximately 4,000km of roadside and 2,000ha of Council-managed land.

Following legislative changes, Council's weed control program is transitioning from controlling all declared Noxious Weeds to controlling priority weeds posing a biosecurity impact on the economy, environment or community. Priority assets on Council land are being mapped and assessed to determine which weeds need to be controlled and to what extent. In future, more effort will be placed on a wider range of weed species to protect priority asset sites, and reduced where widespread weeds are posing little or no impact.



Roadside weed control

Weeds Compliance

In addition to inspections targeting new weed species, Council achievements include:

- 60 inspections of priority assets
- 700 re-inspections for weeds that needed further control
- The award-winning \$500,000 Beefing up Braidwood project, funded by the Australian Government, that developed a weed management plan for the Braidwood grazing area asset and supported 50 farmers to develop and start implementing property weed management plans

New education programs included Fireweed Fighters in schools, Council's new Biosecurity webpage and the virtual WeedsCon2020.



Fireweed Fighters cartoon in schools

Other widespread pests and diseases

Widespread pest animals identified in the regional pest plan for asset protection management include wild/feral deer, rabbits, pigs, dogs, cats and goats. These pests are managed by Local Land Services, and Council is working with LLS to determine risk assessments and the outcomes expected to manage these animals on Council land.

Opportunities

QPRC has proactively obtained grant funds to help identify priority environmental and agricultural assets, improve risk assessment tools and deliver property-level information online. These draft resources will be merged into a practical toolkit for landholders to better understand their biosecurity duty and prioritise their actions.

Environmental Education

Council engages and educates the community on environmental issues through events, schools and business engagement activities, citizen science campaigns and funding of engagement programs.

Environmental Events

Council supports and promotes local and national environmental events across many different themes such as Clean Up Australia Day, National Recycling Week, National Tree Day and World Environment Day. Onsite events such as the Platypus Walk, generally held each year in August by the Molonglo Catchment Group have increased attendance each year, with citizen science becoming the focus for supporting species monitoring campaigns including FrogID, National Bird Week and Platypus Month.

Council hosted a series of events leading up to World Environment Day on the 5th June 2021. Guest presenters from The Australian Museum and the Australian Platypus Conservancy (APC) covered topics such as river health and post-bushfire species recovery. Workshops including guided walks were hosted for sustainable fashion and local tree heritage. The week ended with a free public screening of a sustainability film at The Q.

Engagement with Schools

Council conducts school education visits tailored to the school curriculum covering topics like waste, sustainability, composting, river health and recycling. This is supported by engagement with theatre groups such as Environmentors and the Eton Gorge Theatre Company.



When the COVID-19 pandemic impacted onsite visits in 2020, Council engaged Eton Gorge Theatre Company to film videos on location at our waste facilities covering greenwaste, community recycling centres, single use plastics and general waste education themes. This content was provided to local schools, and promoted on Council's website and through social media.



Website and social media

Council supports tailored seasonal environmental education campaigns informing the community of issues such as the dangers of free fill (EPA), bushfire and woodsmoke, pest species, waterways health, biosecurity weeds and tree management. Events and campaigns are scheduled and promoted as needed with engagement levels monitored for outreach success.

QPRC Characters

Council makes use of the Malunggang platypus cartoon character originally developed by Swamp Productions to tailor messages to younger audiences. Recently Malunggang has featured in video content and the expansion of this concept to include more characters is currently underway, starting with a Rakali who will be named by the community.



Citizen Science

Since 2014 Council has supported public reporting of Platypus and Rakali sightings throughout the LGA with sightings spanning from Nerriga to Araluen. This program won a Keep Australia Beautiful, Habitat and Wildlife Conservation award in 2020.

Council's online reporting form has seen dozens of new reports and participants every successive year. All reports are sent to the Australian Platypus Conservancy and the Living Atlas of Australia to support ongoing population monitoring.

In 2020 Council received grant funding from Resilience NSW under the Bushfire Community Recovery and Resilience Fund (BCRRF) for use of the Canberra NatureMapr platform. This includes extensive species biodiversity datasets to further promote citizen science through use of their app and website. Council can both upload and download verified species location and sensitivity data to support community learning, appreciation and enhancing local environmental values, as well as Council's species management capability.



Platypus and Rakali Sightings by Month (2021)



Environmental Health

Council monitors noise, air quality and pollution complaints and this data allows us to gain a snapshot of environmental health in our community. In January 2021 high levels of lead were detected in the disused rail corridor adjacent to Lake George mine site and the Captains Flat Lead Management Taskforce was established.

Air Quality Complaints

Air pollution complaints remained steady over the reporting period. The main source of air quality issues is odour derived from the keeping of animals and wood smoke from solid fuel heaters. A smaller number of complaints arise from light industrial premises such as metal fabricators, vehicle repair, and furniture manufacturers who use lacquers, solvents, and other aerosol paints.

Type	2019-20	2020-21
Dust	13	1
Odour	6	10
Smoke	14	21
Total	33	32

Smoke from domestic solid fuel heaters is a seasonal problem that occurs in the colder months and creates localised temperature inversions trapping the smoke close to the ground.

As the health risks associated with wood smoke are well documented Council has taken an active role in both education and enforcement of wood smoke. Pamphlets are proactively handed out to properties that appear to operate their solid fuel heater inappropriately and legal enforcement action is taken against those that will not adequately control the smoke that their solid fuel heater generates.

To learn more about how to correctly operate a solid fuel heater (wood heater) and achieve the lowest environmental impacts, please visit homeheat.com.au

Noise Complaints

There has been a 25% increase in noise complaints between 2019 and 2021. This may be due to the COVID lockdown period meaning that people were spending more time at home and were more heavily impacted by the activities of their neighbours.

Type	2019-20	2020-21
Barking Dogs	90	103
Power Tools	15	36
Stereo System (Music)	17	21
Air Conditioners	8	11
Vehicles	26	24
Total	156	195

The vast majority of noise complaints across Queanbeyan-Palerang (and NSW) come from barking dogs. Other common noise complaints predominantly consist of residential air conditioner units, vehicle noise, power tools, and stereo systems. All of these common noise complaints can be addressed by Council under the Protection of the Environment Operation Act 1997 with various enforcement tools to ensure that the noise is mitigated or eliminated.



Smoke pollution from Wood Heater in Queanbeyan Urban Area

The NSW EPA [Dealing with neighbourhood noise](#) pamphlet is a good source of information as to what can be done to resolve many different types of noise complaints. A copy of this pamphlet can be via the EPA website.



Pollution Complaints

There has been a 16% increase in pollution complaints between 2019 and 2021, with the largest increase in reports of waterway pollution.

Type	2019-20	2020-21
Waterways Pollution	37	53
Land Pollution	22	36
Other Pollution	42	29
Total	101	118

Queanbeyan Palerang has several very important waterways that feed into, or supply water to, large populous areas such as Sydney and Canberra.

Ensuring that the water quality is not contaminated from human input has become a major focus of Council's environmental health team and resulted in large scale investigations into the pollution of waterways across the LGA. Pollution incidents range from residential properties washing cleaning chemicals into the street gutters, up to large subdivisions not adequately controlling the sediment and erosion onsite.

Most pollution incidents have the potential to reach a waterway in some capacity, although land pollution (mainly through

illegal dumping of hazardous materials such as asbestos) has also been reported and investigated.

If anyone sees a pollution incident, please contact Council immediately. The sooner we know about it the sooner we can stop the problem.



Poor erosion/sediment controls on subdivision site.

Living with Lead in Captains Flat

In response to the discovery of high levels of lead in the disused rail corridor adjacent to Lake George mine site in January 2021, the Captains Flat Lead Management Taskforce was established with representatives from the Department of Regional NSW, Transport for NSW, NSW Environment Protection Authority, Department of Planning, Industry and Environment - Crown Lands, Health NSW and Queanbeyan-Palerang Regional Council.



Captains Flat Village and Historical Mine Workings.

Mine contamination was thought to be encapsulated and therefore not a threat to human health. Now studies have revealed that some tailing fill material and exposed soils are in excess of exposure limits.

A total of 80 screening tests were carried out in public and community spaces by the EPA around the town and the EPA has received laboratory analysis results for those samples where elevated levels of lead were detected. The results show that some samples had elevated concentrations of lead, while other contaminants (ie. arsenic, copper and zinc) were below the health investigation level for the relevant land-use.

Most of the contaminated material remains buried under soil and/or turf, when the material is exposed to the surface, dust presents a potential source of lead exposure. The aim now is to prepare a Lead Management Plan to reduce exposure within the community. The testing has meant that several public areas in Captains Flat including the playground at Foxlow Parklet remain closed to the community.



Foxlow Parklet closure - Captains Flat.

Council is also working with the Lead Taskforce to develop materials for community education regarding Living with Lead.

A common way for lead to enter the body is through breathing lead-contaminated dust or consuming lead-contaminated food or water. Once within the body, lead can build up and cause a range of health problems. Exposure to lead is linked to harmful effects on organs and bodily functions. Elevated blood lead levels can cause anaemia, kidney problems, and neurological or developmental effects. Lead can harm people of all ages, but the risks are greater in pregnant women, infants, and children. Other factors that influence the impact of lead on an individual are age, health status, the amount of lead and the duration of exposure.

The education campaign is still in development but is expected to include print material, social media posts and community education activities with various stakeholders including new residents, schools, and community groups. Further information regarding living with lead in Captains Flat can be accessed in an [EPA fact sheet](#).

Land Use Planning, Community Land and Heritage

Queanbeyan-Palerang Regional Council covers an area of approximately 5320km². The Estimated Resident Population for 2020 is 62,239, with a population density of 11.70 persons per km².

QPRC continues to experience large growth in population (2.5%), much higher than the regional NSW average (0.83%) for 2020. This is due to a large demand for new housing surrounding the ACT and includes significant growth in the new urban land release area of Googong Township. This population growth is a key driver for pressures on the natural environment and requires careful land use planning to manage these pressures.

Land Use Planning

Strategic Planning

Council has developed a comprehensive Local Environmental Plan which is currently with the Department of Planning for consultation. This plan aims to standardise requirements across the merged Council areas and improve sustainable development and appropriate land use management. It is expected this plan will be gazetted in early 2022.

Land Use

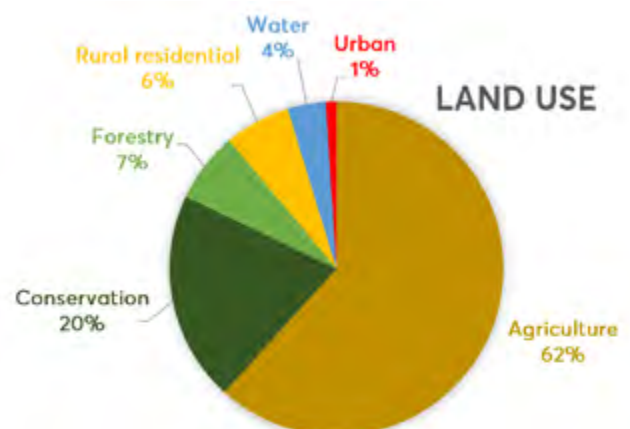
Queanbeyan Palerang has a wide variety of land uses ranging from traditional agricultural use including broadacre cropping, livestock production, horticulture, and forestry plantations, to intensive urban uses and nature conservation areas such as national parks. Agriculture continues to be the dominant land use in the area.

Tree Canopy Cover

As part of the QPRC Urban Forest and Cooling Strategy tree canopy cover was measured over three urban areas. This data is only available for the 2020/21 financial year. This information provides baseline data to allow Council to make strategic decisions to balance pressures on the environment from continued urban development, and to achieve the following goals:

- A resilient urban forest
- A fairly distributed urban forest
- A cooler, greener urban environment
- Increased biodiversity and tree canopy
- An actively managed urban forest

Area	% Canopy Cover
Queanbeyan	30.9%
Braidwood	19.3%
Bungendore	14.2%



Contaminated Land

Council currently has 3984 parcels of land mapped as containing some form of contamination, mostly due to previous land uses. This represents just over 10% of the land parcels in the QPRC area and equates to an area of 3176.15 hectares.

Council has an obligation under the planning and development framework to consider potential contamination in the development process and ensure that the land is suitable for the proposed use. This is managed through the process outlined in State Environmental Planning Policy Number 55 (SEPP55) Remediation of Land.



Extent of Land Contamination

One of the major causes of land contamination (not associated with a historical land use) is contaminated fill material. Due to the close proximity of the ACT, much of the contaminated material brought into QPRC originates from demolition and construction sites in Canberra. This fill is often marketed to rural residents as 'clean fill'.

This 'clean fill' can be contaminated with various materials such as lead, asbestos and building wastes including rubble. This has potential impacts on the health of occupants and the surrounding natural environment as these materials not only contaminate the land but may leach into nearby waterways.

It is important that landowners consider where material is coming from and whether there is reasonable evidence that the fill is clean. If the 'dirt deal' seems too good to be true, it probably is. By accepting contaminated fill on to a property, owners are inadvertently breaking the law and can be left holding the bill for any clean-up costs. The best way to prevent the financial and environmental risks is to stop the material reaching your property in the first place.

Landowners should:

- Check before you start - get Council approval (development approval is needed for amounts over 100m³ in rural or environmental zoned land)
- Ask questions and keep detailed records - certify the fill
- Supervise delivery
- Understand the risks - fines, contaminated land, health impacts and associated clean-up costs

See the [EPA webpage](#) for more information.

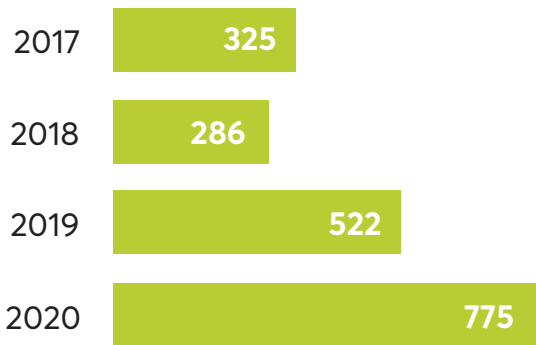


Free fill brought into QPRC

Development

Within the urban areas QPRC is experiencing significant growth. This is evidenced by the steady increase in approvals, particularly for new dwellings, over the reporting period.

Number of Development Applications



Expansion of Googong Township during reporting period (First photo May 2017, Second Photo June 2021)

Heritage

Queanbeyan-Palerang has a diverse and important range of significant heritage items. These items include National and State Heritage sites, State and Local Heritage items, conservation areas and archaeological sites. They represent both indigenous and non-indigenous heritage items including built form and landscapes. The number of heritage items has remained consistent throughout the reporting period.



Number of heritage items and listing type.

Council's Heritage Conservation program works on the identification, protection, and promotion of heritage sites within QPRC.

- Identification of heritage items for inclusion in the draft comprehensive QPRC LEP
- Provision of advice to the community
- Provision of local and special heritage grants for works to listed buildings

Reliable data around heritage grants is only available for the 2019-20 and 2020-21 financial years. The data shows a decrease in local heritage grants (in number and dollar value) and an increase in special heritage grants (in number and dollar value).

	Number	Value
Local Heritage Grants		
2019-20	7	\$19,998
2020-21	5	\$11,084.38
Special Heritage Grants		
2019-20	6	\$150,000
2020-21	7	\$150,983.25



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Queanbeyan-Palerang Regional Council

End of Term Report

2017-2021

qprc.nsw.gov.au



Contents

Executive Summary	4
Our LGA	6
Key Decisions, Engagements and Achievements	8
Integrated Planning and Reporting Framework	18
Our Councillors	22
Organisation Summary	24
Drought, bushfire, flood and COVID-19	30
Overall Community Strategic Plan Achievements	34
Strategic Pillar 1: A vibrant and active Queanbeyan-Palerang	36
Strategic Pillar 2: A Prosperous Queanbeyan-Palerang	42
Strategic Pillar 3: A Sustainable Queanbeyan-Palerang	46
Strategic Pillar 4: A Connected Queanbeyan-Palerang	52
Strategic Pillar 5: A Well Governed Queanbeyan-Palerang	58
Addendum - Property Transactions	66

1 Executive Summary

The 2017-21 End of Term Report is the first such report developed for Queanbeyan-Palerang Regional Council since it was proclaimed in 2016. The End of Term Report measures Council's success at moving towards the goals and aspirations the community put forward in the Community Strategic Plan during its term in office.

Back in 2017 when Council analysed the Community Strategic Plan and adopted its Delivery Program, we could not have guessed the challenges we would face over the elected body's term in office. The challenges associated with the merger of Queanbeyan and Palerang councils, and managing a growing community were at the forefront of our minds and planning, however drought, bushfires, floods and a global pandemic significantly impacted our community, our staff and the way we do business.

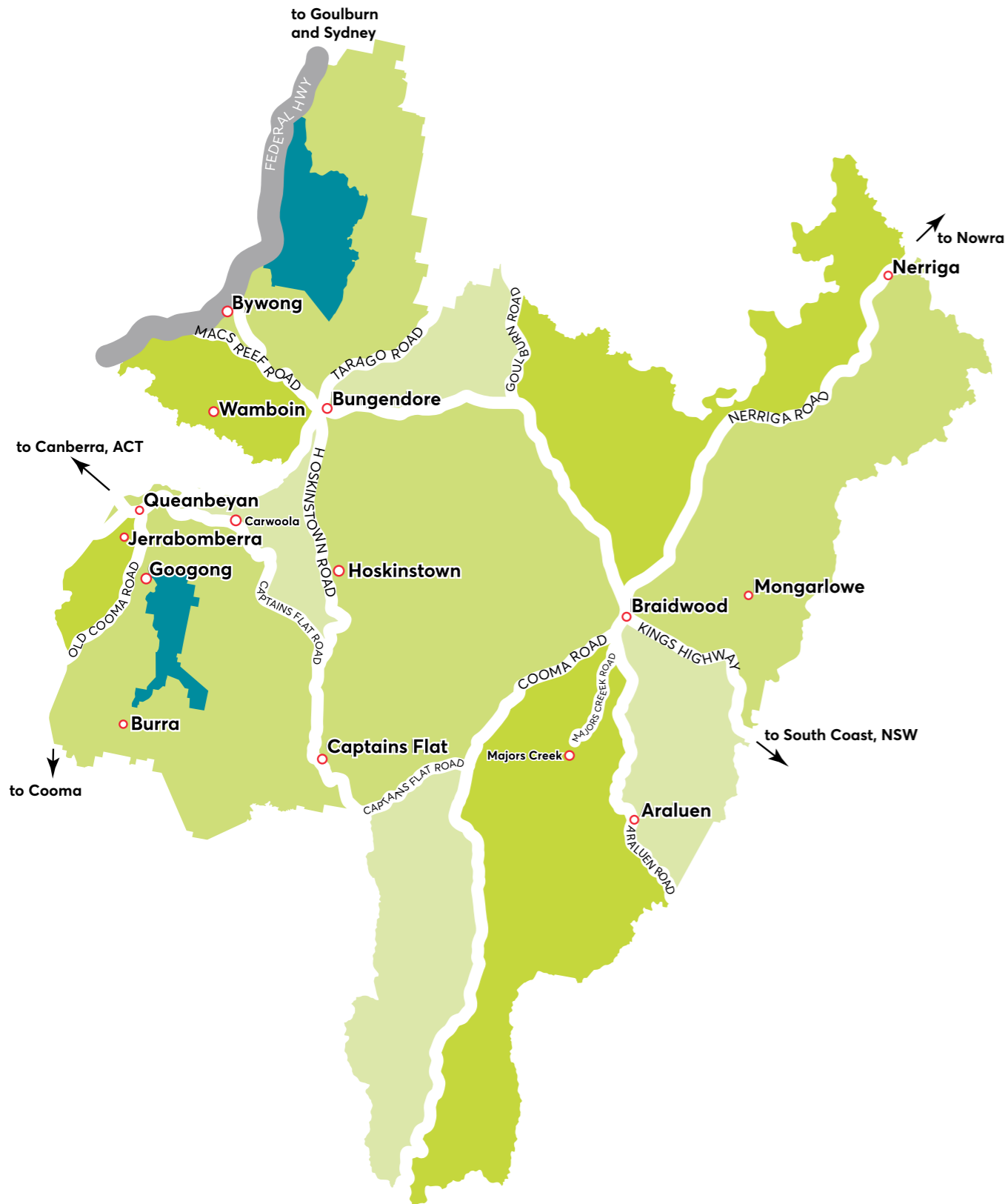
QPRC had to be agile and flexible in its approach over the past four years, all while keeping our eye on the ball and delivering our services and maintaining our assets to the best of our ability. At times, this has been challenging. For a period in 2019, Braidwood was on our highest level of water restrictions, with water being carted into town and our road grading program on hold. A few months down the track, after battling the horrendous Black Summer Bushfires, our roads were flood affected.

Despite the challenges we have faced over the past four years, we have achieved a lot. This was recognised with Council being named the winner of the 2020 A.R Bluett Memorial Award for the most progressive Council in NSW. This is the highest accolade a Council in NSW can receive, and it would not have been possible without the leadership of our elected Council and the commitment and dedication of our staff.

This End of Term Report is not a blow-by-blow account of what we did and didn't do over the past four years. It's a snapshot of our performance and how we have moved towards achieving the long-term goals and aspirations set out in the Community Strategic Plan. We know we have more work to do to achieve those goals and aspirations and the incoming Council following the 2021 election will pick up these goals and aspirations and continue the journey.

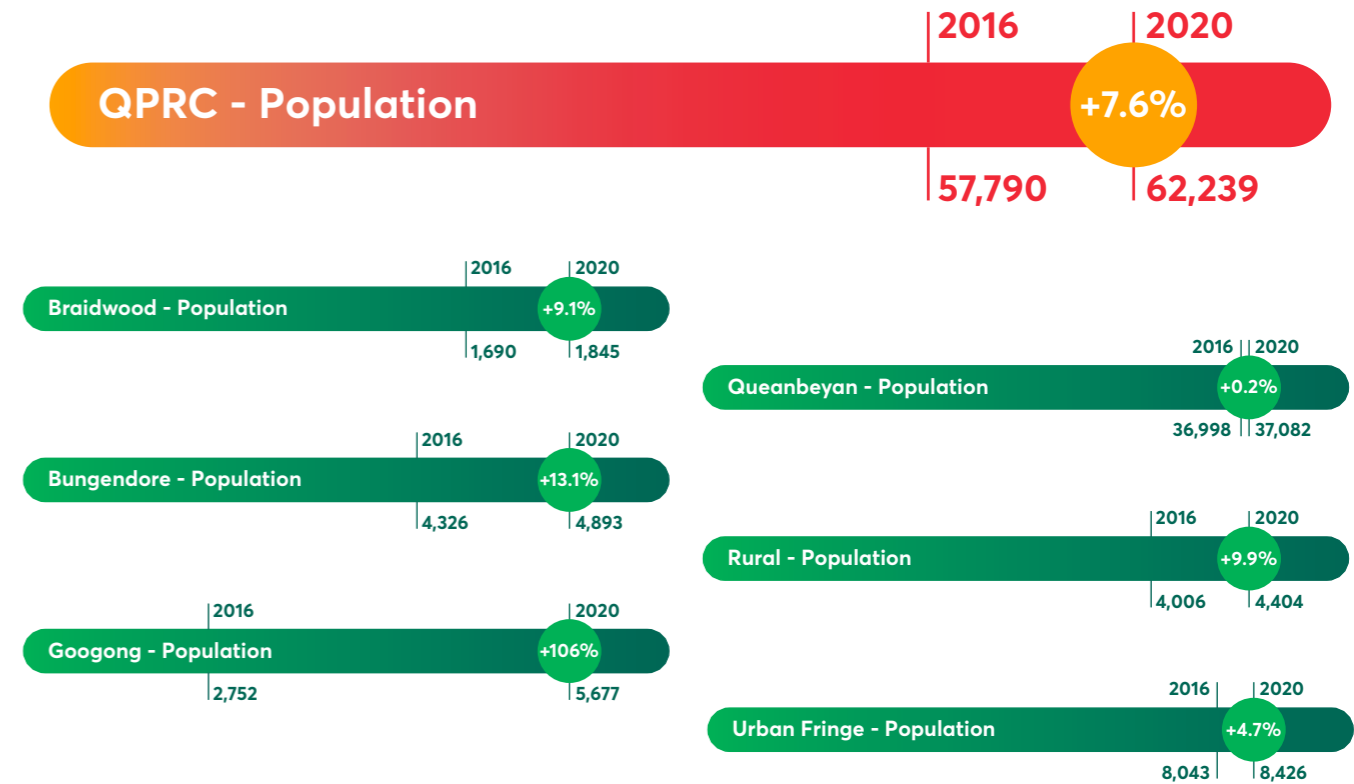


2 Our LGA



Demographics

Source: ABS ERP, profile.id.com.au/queanbeyan-palerang



By 2036, the population is expected to grow to 78,756 - a 26% increase from 2020

32.8% of households are made up of couples with children



74% of residents are from Australian or English background

23% of residents have a bachelor or higher degree



20.7% of the community were engaged in volunteering activities

Key Decisions, Engagements and Achievements

DECISIONS

2017-18

EXHIBITIONS & ENGAGEMENTS

AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS

SEPTEMBER 2017

Tim Overall elected Mayor and Trevor Hicks elected Deputy Mayor

SEPTEMBER 2017

Tender awarded for demolition of 257 Crawford St

SEPTEMBER 2017

Contract signed with TechnologyOne

SEPTEMBER 2017

Tender awarded for construction of Back Creek Bridge

SEPTEMBER 2017

Heads of Agreement endorsed for Queanbeyan head office with NSW agency at 50 Lowe Street

OCTOBER 2017

Tender awarded for design and construction of reservoir at Captains Flat

OCTOBER 2017

Agrees to host Super Rugby trial at Seiffert Oval in February 2018

OCTOBER 2017

Endorsement of Digital Economy and Smart Community Strategy

NOVEMBER 2017

Financial Statements endorsed for audit

NOVEMBER 2017

Bungendore town entry signage endorsed

NOVEMBER 2017

Endorse running of Summer Activation Events in January 2018

DECEMBER 2017

Endorsement of Community Strategic Plan

DECEMBER 2017

Endorsement for parts of Bywong and Wamboin to be assessed for rezoning

DECEMBER 2017

Tenders awarded for lighting upgrades at Seiffert Oval, Riverside Oval and Braidwood Recreation Ground

DECEMBER 2017

Approve staging of Shakespeare in the Park in February 2018

JANUARY 2018

Endorse QPRC inclusion in the Canberra Region Joint Organisation

FEBRUARY 2018

Five years of support for Oktoberfest

FEBRUARY 2018

Tender awarded for works to remediate Macs Reef Road Landfill

MARCH 2018

Development application for cinema in Queanbeyan approved

MARCH 2018

Adoption of Liquid Trade Waste Policy

APRIL 2018

Tender awarded for construction of Queanbeyan River Shared Path and Waterfall Drive Path

APRIL 2018

\$2.94m in Stronger Country Communities Funding allocated to five projects, including Bungendore Sports Hub and Ryrie Park

APRIL 2018

Adoption of South Jerrabomberra Local Infrastructure Contributions Plan

MAY 2018

Tender awarded for Captains Flat RFS shed design and construction

MAY 2018

Participation in NSW Outdoor Dining Trial extended

MAY 2018

Adoption of QPRC Events Strategy

MAY 2018

Adoption of Braidwood CBD and Ryrie Park Master Plan

JUNE 2018

Works to upgrade Old Cooma Road and Googong Road intersection approved

JUNE 2018

257 Crawford St selected as preferred site for new Queanbeyan head office and smart hub (Queanbeyan Civic and Cultural Precinct)

JUNE 2018

Tender awarded for the Queanbeyan Smart City Precinct

JUNE 2018

Adoption of Financial Hardship Assistance Policy and Debt Recovery Policy

JUNE 2018

Commitment of \$8m for enabling infrastructure for South Jerra Business Technology Park

JUNE 2018

Adoption of 2018-21 Delivery Program

SEPTEMBER 2017

Queanbeyan River Shared Path and Pedestrian Bridge

NOVEMBER 2017

Draft Community Strategic Plan

NOVEMBER 2017

Queanbeyan Floodplain Risk Management Plan

NOVEMBER 2017

Braidwood Floodplain Risk Management Plan

JANUARY 2018

Braidwood Skate Park options

MARCH 2018

Events Strategy

MARCH 2018

Old Cooma Rd duplication design

MAY 2018

Draft Delivery Program and Operational Plan

MAY 2018

Jumping Creek Planning Proposal

MAY 2018

Debt Recovery Policy and Financial Hardship Assistance Policy

OCTOBER 2017

Queen Elizabeth II Park wins Infrastructure Sustainability Council of Australia Impact Award

NOVEMBER 2017

Opening of Stage 2 of the Queanbeyan Honour Walk

DECEMBER 2017

Ellerton Drive extension construction commences
Nerriga Rd upgrade project commences

JANUARY 2018

Opening of new wet play area at Queanbeyan Aquatic Centre

APRIL 2018

Storybook Cafe youth employment/training initiative launched at Queanbeyan Library

MAY 2018

Places + Spaces Initiative launched with pop-up retail space in Monaro Street and activation event in Blacksmiths Lane

JUNE 2018

Highly Commended for the Community Partnerships and Collaboration (Population under 60,000) award for Queanbeyan's Music by the River

Highly Commended for the Special Project (Population under 60,000) award for the Summer Activation Community Events

JUNE 2018

Finalist in the Local Economic Contribution (Population under 60,000) award for the Go Local, Grow Local Programme

Winner of the Asset Management and Infrastructure Initiative Projects under \$1.5million award for Apex Park

DECISIONS

2018-19

EXHIBITIONS & ENGAGEMENTS

AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS

JULY 2018
Tender awarded for construction of Braidwood Waste Transfer Station

JULY 2018
Tender awarded for augmentation of Captains Flat Sewage Treatment Plant

JULY 2018
Bungendore Floodplain Risk Management Plan implementation

AUGUST 2018
Adoption of a range of drought relief options for ratepayers

AUGUST 2018
Offer 12 Malbon Street, Bungendore for sale

AUGUST 2018
Queanbeyan CBD Car Parking Strategy

SEPTEMBER 2018
Adoption of Queanbeyan CBD Car Parking Strategy

SEPTEMBER 2018
Comprehensive Local Environmental Plan endorsed to proceed for Gateway determination

SEPTEMBER 2018
Mark Schweikert elected Deputy Mayor

SEPTEMBER 2018
Endorse QPRC joining Regional Cities NSW

SEPTEMBER 2018
Regional Sports Complex Master Plan

OCTOBER 2018
Planning Proposal for West Jerrabomberra endorsed to proceed for Gateway determination

OCTOBER 2018
Tender awarded for concept design for Queanbeyan Civic and Cultural Precinct at 257 Crawford St

OCTOBER 2018
Purchase of former D&S Motors site in Braidwood

OCTOBER 2018
Adoption of Volunteering Policy

OCTOBER 2018
Draft Regional Economic Development Strategy

OCTOBER 2018
Queanbeyan CBD Retail Growth Strategy

OCTOBER 2018
Bungendore roundabout design

NOVEMBER 2018
Establishes agreement with Service NSW for Easy to do Business program

NOVEMBER 2018
Adoption of Regional Economic Development Strategy

NOVEMBER 2018
Tender awarded for Rusten House roof replacement

NOVEMBER 2018
Adoption of preferred options for Reschs Creek and Foxlow Bridge

NOVEMBER 2018
Adoption of Long-Term Financial Plan 2018-28

NOVEMBER 2018
Contract awarded for construction of Old Cooma Road duplication

NOVEMBER 2018
Palerang Communities Integrated Water Cycle Management Strategy

NOVEMBER 2018
South Jerrabomberra Planning Proposal

DECEMBER 2018
4 Star Green Star rating achieved for extension to Queanbeyan Indoor Sports Centre

NOVEMBER 2018
Tender awarded for design and project management of Queanbeyan STP upgrade

NOVEMBER 2018
Endorsement of Queanbeyan CBD Retail Growth Strategy

NOVEMBER 2018
Regional Sports Complex Master Plan adopted

DECEMBER 2018
Draft Bungendore Heritage Study

JANUARY 2019
Support provided for NSW Women's Open Golf Championship in Queanbeyan

JANUARY 2019
Tenders rejected for construction of Mick Sherd Oval change rooms and staff to manage project

DECEMBER 2018
Endorse provision of suitable site and licence agreement for a third preschool in Queanbeyan

DECEMBER 2018
Draft Bungendore Heritage Study

MARCH 2019
Integrated Transport Strategy

MARCH 2019
Potential fenced dog park in Bungendore

FEBRUARY 2019
Adoption of Councillor Induction and Professional Development Policy

FEBRUARY 2019
Endorse retransmission of ABC radio signal

FEBRUARY 2019
Adoption of Palerang Communities Integrated Water Cycle Management Strategy

MARCH 2019
Integrated Transport Strategy

MARCH 2019
Integrated Transport Strategy

MARCH 2019
Potential fenced dog park in Bungendore

MARCH 2019
Adoption of Stakeholder and Community Engagement Framework Policy

MARCH 2019
Tender awarded for new playground at Ryrie Park, Braidwood

MARCH 2019
Adoption of Bungendore Heritage Study

MARCH 2019
Adoption of Council Operations Sustainability Policy

APRIL 2019
Climate Action Plan

APRIL 2019
Stormwater Masterplan - Southern Bungendore

APRIL 2019
Deed Agreement with Googong Township Pty Ltd for Smart Cities and Suburbs Program

APRIL 2019
Tender awarded for floodlights at Campese Oval, Queanbeyan

APRIL 2019
Complaint Management Framework endorsed

APRIL 2019
Tenders not accepted for Braidwood Pool refurbishment, with staff to manage project

APRIL 2019
Climate Action Plan

MAY 2019
Fraud Control Policy

MAY 2019
Code of Meeting Practice comes into operation

MAY 2019
Prepare a planning proposal relating to E4 zoned land in Bywong and Wamboin

MAY 2019
Authorise CEO to acquire land for Bungendore Sports Hub

JUNE 2019
Following appropriate re-categorisation, 30-year lease progressed for 16 Agnes Ave for a respite centre

JUNE 2019
Adoption of Braidwood Archaeological Management Plan

MAY 2019
Development application for outdoor rifle range at Currawang is refused

JUNE 2019
Queanbeyan CBD Spatial Master Plan

APRIL 2019
Sod turned on the South Jerrabomberra development

DECISIONS

2019-20

EXHIBITIONS & ENGAGEMENTS

AUGUST 2019

Stronger Country Communities Funding of \$1.825m allocated to Braidwood and Queanbeyan Pool upgrades, floodlights at Steve Mauger and Halloran Ovals and Menslink services to Queanbeyan-Palerang region

SEPTEMBER 2019

Tim Overall elected Mayor and Trudy Taylor Deputy Mayor

SEPTEMBER 2019

Adoption of Integrated Transport Strategy

OCTOBER 2019

Agrees to variations to Googong Urban Development Local Planning Agreement

OCTOBER 2019

Energy efficiency upgrades at Riverside Tourist Park endorsed

OCTOBER 2019

Endorses concept for Queanbeyan Civic and Cultural Precinct and proceeds to development application

AUGUST 2019

Endorses \$10m grant from NSW Government to be applied to Monaro Street upgrade

AUGUST 2019

Adoption of preferred option for Bungendore roundabout

AUGUST 2019

Decides to proceed with rates harmonisation from 1 July 2020

JULY 2019

Endorses project to repair grass cover on Mick Sherd Oval, Bungendore

DECEMBER 2019

Endorses long-term lease for management of Queanbeyan Riverside Tourist Park

DECEMBER 2019

Braidwood Floodplain Risk Management Study and Plan adopted

DECEMBER 2019

Tender awarded for design and construction of Majors Creek Rural Fire Station

DECEMBER 2019

Range of drought assistance measures incorporated

DECEMBER 2019

Agrees to investigate options for increasing or augmenting Braidwood water supply

NOVEMBER 2019

Braidwood Recreation Ground confirmed as preferred site for skate park and concept design endorsed

NOVEMBER 2019

Tender awarded for Braidwood Pool refurbishment

NOVEMBER 2019

Following consultation, concept design for Bungendore car park is approved

NOVEMBER 2019

Community Engagement and Participation Plan adopted

NOVEMBER 2019

Queanbeyan CBD Spatial Master Plan endorsed

NOVEMBER 2019

Agrees to undertake a referendum on popularly elected Mayor at next election

FEBRUARY 2020

Planning proposal to rezone part of Bywong and Wamboin from E4 Environmental Living to R5 Large Lot Residential forwarded to NSW Government for gateway determination

FEBRUARY 2020

Bungendore Structure Plan endorsed following consultation

FEBRUARY 2020

Council proceeds with Planning Proposal for North Elmslea development

FEBRUARY 2020

Council selects preferred rating structure following rates harmonisation engagement

MARCH 2020

Endorses submission to NSW Independent Bushfire Inquiry

MARCH 2020

Tender awarded for construction of Northern Entry Road

MARCH 2020

A range of facilities and services are modified following the onset of COVID-19

MARCH 2020

Tender awarded for upgrade of Queanbeyan Bicentennial Hall

MARCH 2020

Council agrees to supplement \$10m grant from NSW Government with \$5.7m loan for Monaro St upgrade

APRIL 2020

Googong Local Planning Agreement variation is endorsed

APRIL 2020

Council agrees to a number of measures to assist residents, businesses and community organisation during the COVID-19 pandemic

APRIL 2020

Council finalises lease agreement for Queanbeyan Riverside Tourist Park

MAY 2020

Asset Management Plan adopted

MAY 2020

Climate Change Action Plans adopted

JUNE 2020

Endorses staging for embellishment of park at 16 Agnes Avenue, Crestwood

JUNE 2020

Planning proposal for Bungendore East development forwarded for gateway determination

JUNE 2020

More than \$1.5m in Local Roads and Community Infrastructure funding allocated to road sealing on Butmaroo Street and Majara Street in Bungendore, Williamsdale Road, extension of the Queanbeyan River Path, works to progress the Braidwood Skate Park and Lascelles Street upgrade

AUGUST 2019

Bungendore Structure Plan

AUGUST 2019

Queanbeyan Floodplain Risk Management Plan and Study

JULY 2019

Braidwood Floodplain Risk Management Plan and Study

JULY 2019

Bungendore car park design

SEPTEMBER 2019

Braidwood skate park concept designs

NOVEMBER 2019

Queanbeyan Civic and Cultural Precinct designs and business case

NOVEMBER 2019

North Elmslea Planning Proposal

NOVEMBER 2019

Lascelles St improvements

JANUARY 2020

Climate Change Action Plans

FEBRUARY 2020

Braidwood Grazing Industry Weed Management Plan

FEBRUARY 2020

Queanbeyan River Path – Barracks Creek

FEBRUARY 2020

Landscape concept proposals – 16 Agnes Ave

MARCH 2020

Jerrabomberra Innovation Precinct Planning Agreement

MARCH 2020

Harmonised rate structure

MAY 2020

Local Strategic Planning Statement

JUNE 2020

Queanbeyan-Palerang Comprehensive Local Environmental Plan 2020

JUNE 2020

Braidwood Pool upgrade plans

JUNE 2020

Queanbeyan CBD Place Plan

AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS

JULY 2019

Local Government Excellence Awards - Community Development and Services - Storybook Cafe

Council provided with additional groundwater access entitlement for Bungendore

OCTOBER 2019

Stage 2 Braidwood Recreation Ground upgrades - playground complete

NOVEMBER 2019

Water restrictions introduced to Bungendore (stage 1) and Braidwood (stage 2) townships

Braidwood water restrictions increased to stage 3

Opening of Ryrrie Park, Braidwood

DECEMBER 2019

Braidwood Waste Transfer Station opens

Queanbeyan Park and Queen Elizabeth II Park awarded prestigious Green Flag award

NOVEMBER 2019 TO JANUARY 2020

Bushfires affect Braidwood, Nerriga, Mongarlowe, Charleys Forest and Araluen with 57 houses destroyed and many Council assets, including roads, bridges and the Nerriga Tip damaged

JANUARY 2020

Establishment of QPRC Bushfire Recovery Centre

Braidwood water restrictions lifted to highest level, stage 4

Council, Icon Water and ACT Government develop temporary agreement to transport water to Braidwood

FEBRUARY 2020

Development application for Queanbeyan Civic and Cultural Precinct lodged

New changerooms at Mick Sherd Oval opened

Water restrictions eased in Braidwood

MARCH 2020

Treasure Trail economic development campaign launched

APRIL 2020

Winner of Local Government Initiative Award at Australian Road Safety Award for safe systems speed project for local roads

Local Government election scheduled for September 2020 postponed for 12 months due to COVID-19

Water restrictions lifted in Bungendore

JUNE 2020

Nominations called for Bungendore playground working group

Council venues and services start to reopen as COVID-19 restrictions ease

Old Cooma Road Stage 2 opened

DECISIONS

2020-21

EXHIBITIONS & ENGAGEMENTS

JULY 2020
Approves trial of parking Queanbeyan Sleepbus in Visitor Information Centre car park

JULY 2020
Scenario 3 adopted as preferred option for Long Term Financial Plan

JULY 2020
Tender awarded for construction of Bungendore roundabout

AUGUST 2020
Queanbeyan CBD Place Plan adopted

AUGUST 2020
Provides in principle support for Bungendore High School

AUGUST 2020
Tender awarded for design and construction of Bungendore Sports Hub

AUGUST 2020
Formally records appreciation for Cr Peter Bray's service

AUGUST 2020
Approves Stage D (final) of Googong Water Recycling Plant

AUGUST 2020
Adoption of Long Term Financial Plan 2020-30

SEPTEMBER 2020
Michele Biscotti elected Deputy Mayor

SEPTEMBER 2020
Queanbeyan-Palerang Local Environmental Plan forwarded to NSW Government for finalisation

SEPTEMBER 2020
A range of decisions affecting flood access around the Hoskinstown area

SEPTEMBER 2020
Adoption of Braidwood Grazing Industry Weed Management Plan

SEPTEMBER 2020
Reverses decision of November 2019 to hold a referendum at the 2021 local government election

OCTOBER 2020
Design for Bungendore car park finalised and proceeds to tender

OCTOBER 2020
Supports proposal for Bungendore High School

OCTOBER 2020
Queanbeyan visitor information services incorporated into Library

OCTOBER 2020
Design for Lascelles St project finalised and proceeds to tender

OCTOBER 2020
Donations Policy adopted

NOVEMBER 2020
Concept design for Queanbeyan STP upgrade endorsed

NOVEMBER 2020
Nominates six projects for the Bushfire Local Economic Recovery Fund Program

NOVEMBER 2020
Endorses Queanbeyan Botanical - Sister City Gardens along eastern bank of Queanbeyan River

NOVEMBER 2020
Allocates funding for immediate repair of 1.52km of Majors Creek Road

DECEMBER 2020
Resolves to enter negotiations with tenderer for Regional Sports Complex

DECEMBER 2020
Queanbeyan Floodplain Risk Management Study and Plan endorsed

DECEMBER 2020
Tender for design and construction of effluent recycling plant at Bungendore awarded

DECEMBER 2020
Financial support provided to bring National Folk Festival to Queanbeyan

JANUARY 2021
Development application for Bungendore Sports Hub approved

JANUARY 2021
Extends the waiving of sports field hire and floodlight fees due to COVID-19

JANUARY 2021
Tender for design and construction of Regional Sports Complex awarded

FEBRUARY 2021
Allocates \$2.6m of Local Roads and Community Infrastructure Program funding to four projects, including a new playground in Bungendore

MARCH 2021
Establishes the new Main Streets Upgrade Fund

MARCH 2021
Enters into contract with ADCO Constructions Pty Ltd for design finalisation and construction of Queanbeyan Civic and Cultural Precinct

MARCH 2021
CEO authorised to negotiate sites for new Bungendore office

APRIL 2021
Endorses closure of Majara St, Bungendore

APRIL 2021
Planning proposal for new Memorial Park forwarded to NSW Government for finalisation

APRIL 2021
CEO authorised to purchase property for new Bungendore office

APRIL 2021
Revised Palerang communities water and sewer tariffs adopted

APRIL 2021
Endorses submission to IPART on review of rate peg

APRIL 2021
Additional funds allocated to complete Burra S Bends project

MAY 2021
Defers a decision about the EnviroCare Special Rate Variation until after the local government election

MAY 2021
Tender awarded for construction of Bungendore car park

MAY 2021
Cat Containment Area - Googong and Jumping Creek Policy adopted

JUNE 2021
Tender awarded for construction of new Bungendore playground

JUNE 2021
Nominates five projects for Stronger Country Communities Program funding

JUNE 2021
Nominates Williamsdale Rd and Hoskinstown Rd for funding under Fixing Local Roads - Round 3

JUNE 2021
QPRC Waste Strategy adopted

JUNE 2021
Commits to Renewable Energy Power Purchase Agreement with Procurement Australia

AUGUST 2020 Long Term Financial Plan 2020-2030	SEPTEMBER 2020 Planning Proposal for Memorial Park	OCTOBER 2020 Turallo Creek Management Plan	NOVEMBER 2020 Transacting with Council Policy	FEBRUARY 2021 Queanbeyan Sewage Treatment Plant Environmental Impact Statement	APRIL 2021 New playground Mick Sherd Oval, Bungendore	MAY 2021 Review of Bungendore Floodplain Risk Management Study and Plan	MAY 2021 QPRC Waste Strategy	JUNE 2021 Bungendore Contributions Plan
		OCTOBER 2020 Voluntary Planning Agreement - Ellendon Estate stormwater		FEBRUARY 2021 Frogs Hollow Village Green concept plans	APRIL 2021 Mount Jerrabomberra Reserve Plan of Management	MAY 2021 Urban Forest and Cooling Strategy	MAY 2021 Draft Community Resilience Plan	JUNE 2021 Towards 2042 Community Strategic Plan
				FEBRUARY 2021 Proposed road closure, Majara St Bungendore	MARCH 2021 Asset Management Strategy	MAY 2021 New tariff structure - Palerang water and sewer schemes	MAY 2021 Botanic Gardens concept master plan	

AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS

JULY 2020
Ellerton Drive extension opened

AUGUST 2020
Development application lodged for Bungendore Sports Hub

SEPTEMBER 2020
Starts accepting development applications via NSW Planning Portal

NOVEMBER 2020
Named winner of AR Bluett Memorial Award for most progressive council in NSW

DECEMBER 2020
Recycled water supply turned on for Googong Township

FEBRUARY 2021
ABC radio signal boosted in Braidwood, Captains Flat and surrounds

APRIL 2021
Funding announced for Bungendore playground upgrade

JULY 2020
Retirement of Cr Peter Bray

AUGUST 2020
NSW Government announces site of proposed Bungendore High School, incorporating small section of Mick Sherd Oval and Council offices

SEPTEMBER 2020
Replacement of streetlights with energy efficient LED lights commences

NOVEMBER 2020
Winner of Invasive Species Management Award at Local Government NSW Excellence in the Environment awards for Beefing up Braidwood project

DECEMBER 2020
Development application for Queanbeyan Civic and Cultural Precinct approved

FEBRUARY 2021
Captains Flat community advised of increased lead detection around village

APRIL 2021
Opening of refurbished Rusten House

AUGUST 2020
Former councillor, Peter Bray passes away

APRIL 2021
South Jerrabomberra Innovation Precinct announced as Regional Job Precinct

DECISIONS

2021-22

EXHIBITIONS & ENGAGEMENTS

JULY 2021

Progresses further investigations for planning proposal to rezone E4 land in Bywong and Wamboin

JULY 2021

Adopts amended Queanbeyan Section 7.12 Fixed Levy Development Contributions Plan 2019

JULY 2021

CEO authorised to execute funding deed for the Braidwood Heritage Centre

JULY 2021

Adopts Mount Jerrabomberra Plan of Management

JULY 2021

Frogs Hollow name retained and project entered into Developer Contributions Plan

JULY 2021

CEO authorised to finalise lease with PCYC for operation of Indoor Sports Centre

AUGUST 2021

Endorses installation of satellite services at four council-owned facilities

AUGUST 2021

Endorses a priority list of four projects for the Black Summer Bushfire Recovery Grants Program

SEPTEMBER 2021

Adopts Crown Road Management Policy

SEPTEMBER 2021

Concept designs for Monaro St upgrade endorsed to progress to detailed design

SEPTEMBER 2021

Tim Overall elected Mayor and Michele Biscotti Deputy Mayor

SEPTEMBER 2021

Financial Statements 2020-21 endorsed for audit

OCTOBER 2021

Scope of works for Captains Flat Road upgrade endorsed

OCTOBER 2021

Heads of Agreement endorsed for lease by Regional NSW HQ in the QCCP

OCTOBER 2021

Authorises CEO to submit claims for compensation for land compulsorily acquired for Bungendore High School

OCTOBER 2021

Tender awarded for construction of Reedy Creek Bridge, Larbert

OCTOBER 2021

Endorses execution of Jumping Creek Voluntary Planning Agreement

OCTOBER 2021

Amends Long Term Financial Plan, with additional scenario to consider proposed government revenue policy changes and expense measures

OCTOBER 2021

Accepts offer for properties on Crawford and Rutledge St, Queanbeyan

JULY 2021

Monaro Lanes

AUGUST 2021

Monaro St concept designs

AUGUST 2021

Draft Urban Forest Cooling Strategy

AUGUST 2021

Disability Inclusion Action Plan 2022-26

JULY 2021

Local Government election postponed until December 2021

First sod turned on new \$74m Queanbeyan Civic and Cultural Precinct

AUGUST 2021

Council services and facilities closed due to COVID-19 restrictions

SEPTEMBER 2021

Planning Proposal for new Memorial Park approved by NSW Government

OCTOBER 2021

Winner Economic Development Australia's national award for Marketing and Promotion for the Treasure Trail Campaign for Economic Recovery

A R Bluett Memorial Award



Presentation of the AR Bluett Memorial Award - December 2020

At the Local Government NSW Annual Conference in November 2020, QPRC was named the most progressive and innovative metropolitan or regional council in New South Wales as the winner of the AR Bluett Memorial Award.

This award was the culmination of years of hard work, recognising the success since the merger in 2016 and acknowledging the accomplishments in the transformation journey that Council has been on.

The Bluett Award recognised QPRC's commitment to strategic planning, financial sustainability, innovation, continuous improvement and community engagement.

Our award submission highlighted the work that was done early in the merger to develop the first Community Strategic Plan for QPRC, bringing together a diverse and growing region and setting out the community's aspirations for the next 10 years.

Some of the projects featured in the submission were the Ellerton Drive extension, Old Cooma Road duplication, the upgrade of Nerriga Road and the new playground at Ryrrie Park, Braidwood. The submission also noted the significant strategic planning that led to the Bungendore Structure Plan as well as developing the master plan and continuing the ongoing work on the Queanbeyan CBD Transformation.

We also highlighted the community and business support that Council provided in response to the devastating bushfires of 2019-20 as well as a focused tourism development campaign and the digital transformation of the organisation.

The AR Bluett Memorial Awards were established in 1945 to recognise the greatest relative progress of high-achieving councils in NSW. They commemorate Alfred Robert Bluett, who served 30 years as the secretary and solicitor to the Local Government and Shires Associations of NSW and whom was instrumental in drafting the state's first Local Government Act in 1919.



4 Integrated Planning and Reporting Framework

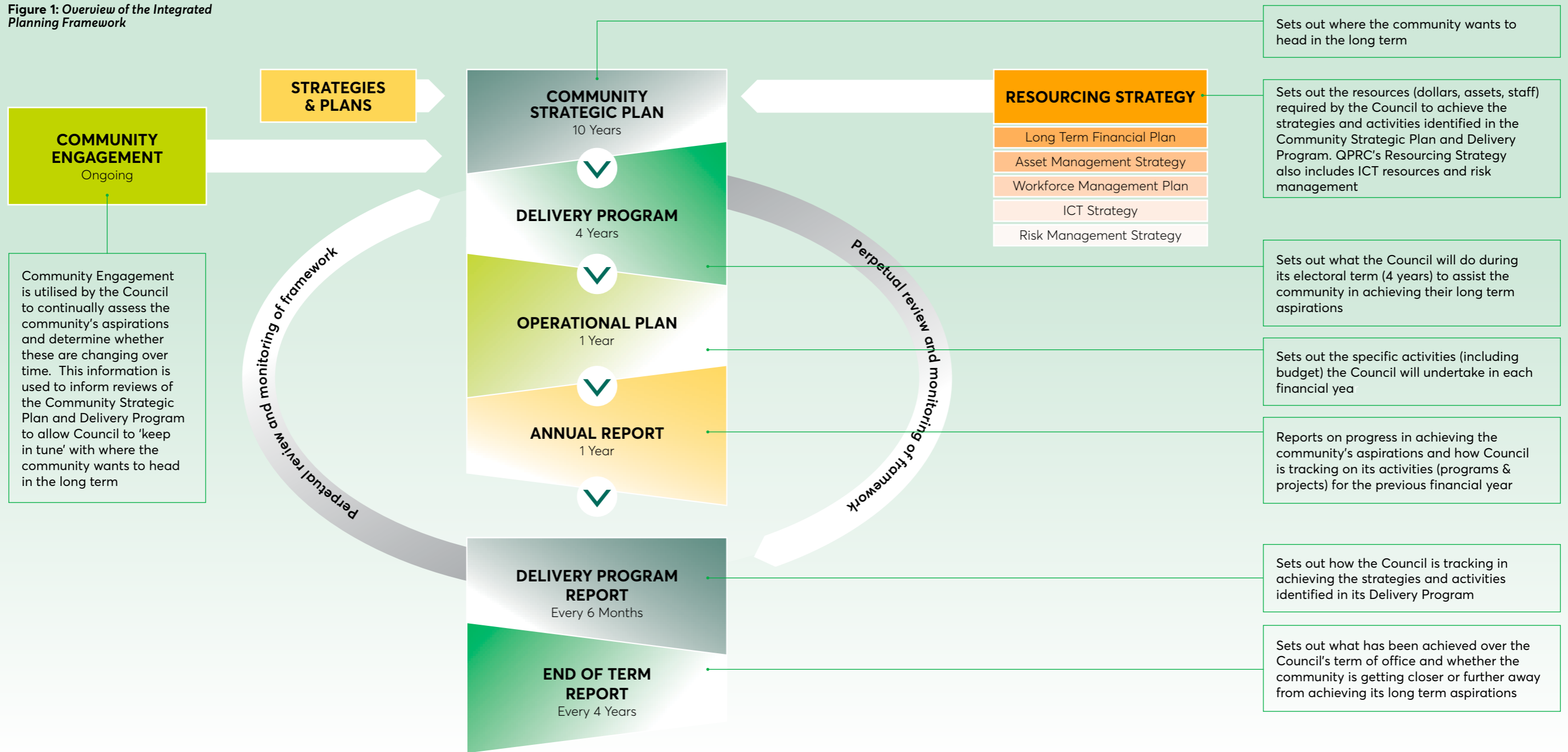
The Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable and responsive local government sector. All NSW councils were required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the 4 year electoral term of each council) and an Operational Plan (which looks at yearly activities to be undertaken). These plans are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, a Strategic Asset Management Plan, and a Workforce Plan, as well as ICT and Risk

Management strategies.

The first Delivery Program for Queanbeyan-Palerang Regional Council only covered a three year period (1 July 2018 - 30 June 2021). This is because QPRC was one of a number of newly merged councils which had their electoral cycle impacted by the local government reform process. Once this three year period is completed QPRC's Integrated Plans, as well as those of the other newly-merged councils, will come back into alignment with the planning cycle of the non-merged councils.

Integrated Planning places a strong emphasis on the community being regularly informed on progress with achieving their community vision and long term aspirations. This is provided through regular reporting on the Delivery Program (every six months), the production of an Annual Report, major project updates through Council's communication channels and the production of an End of Term Report. Figure 1 sets out the relationship of the various plans.

Figure 1: Overview of the Integrated Planning Framework



QUEANBEYAN-PALERANG Our Vision – Our Future

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

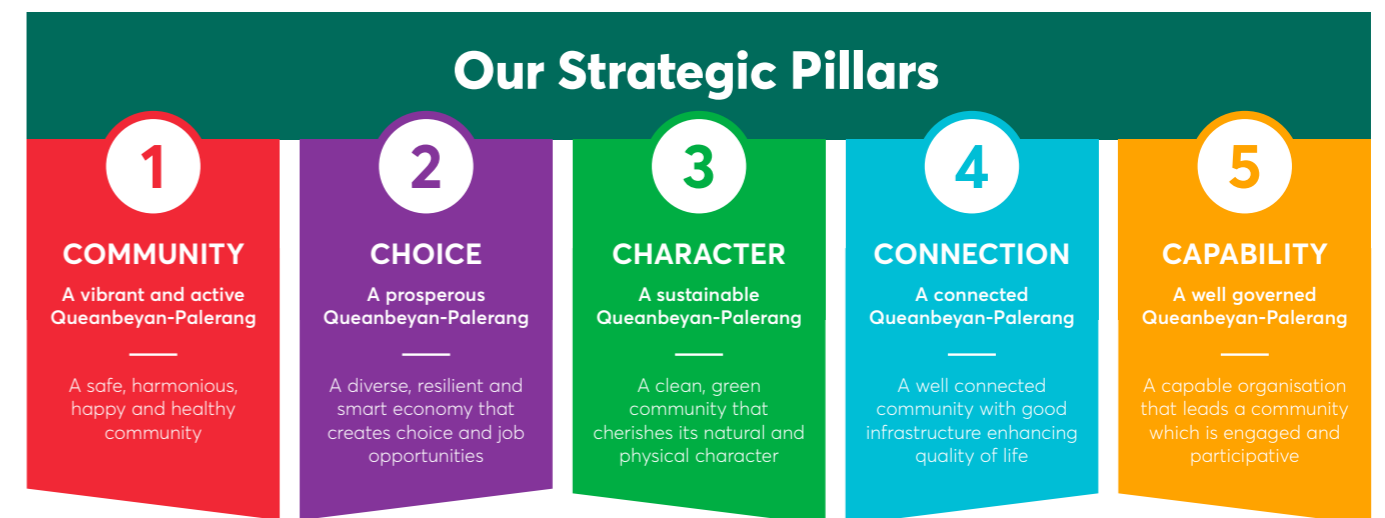
The lifestyle is friendly, safe and relaxed – the result of living in an environmental haven, with clean and pristine waterways and bushland, well maintained public spaces and a commitment to sustainable energy and waste.

Our Strategic Pillars

During 2016-17 Council sought the views of the community to ascertain what they want to see happen in the region over the long term. The Community Strategic Plan provides a comprehensive overview of this engagement process. The community engagement exercise asked the Queanbeyan-Palerang community to identify their long-term aspirations for the region. This is set out in their Vision of what they want our region to be within the next 10 years and a series of aspirational statements (which set out specific desires within the quadruple bottom-line of community, economy, environment

and leadership as well as infrastructure). These align well with the strategic pillars of Community, Choice, Character, Connection and Capability.

QPRC has joined seven of the Canberra Regional Joint Organisations to develop a Regional Community Strategic Plan (CSP) for 2022-32. The Regional CSP will include individual chapters for each Local Government Area and will be presented to the newly elected Council in early 2022, prior to public consultation.



5 Our Councillors

Following the merger in 2016, Tim Overall, the former Mayor of Queanbeyan City Council was appointed Administrator of Queanbeyan-Palerang Council until September 2017 when the first election of the new Council was conducted.

As outlined in the proclamation of QPRC, residents were to elect 11 councillors for the new Council, with those 11 councillors to elect a Mayor and Deputy Mayor at the first meeting of the new Council.

Following the election in September 2017, the following councillors were elected (in order of election):

- Tim Overall
- Brian Brown
- Mark Schweikert
- Trudy Taylor
- Peter Bray
- Trevor Hicks
- Kenrick Winchester
- Michele Biscotti
- Peter Marshall
- Pete Harrison
- Radmila Noveska

Of the 11 councillors elected, five were councillors on the former Queanbeyan City Council and four were councillors on the former Palerang Council, with two serving their first term as a councillor.

At the first meeting of Council on 20 September 2017, Cr Tim Overall was elected Mayor for the two-year period. Cr Trevor Hicks was elected Deputy Mayor for a one-year period.

The following elections within Council were made during the term:

- September 2018 – Deputy Mayor, Cr Mark Schweikert
- September 2019 – Mayor, Cr Tim Overall. Deputy Mayor, Cr Trudy Taylor
- September 2020 – Deputy Mayor, Cr Michele Biscotti
- September 2021 – Mayor, Cr Tim Overall. Deputy Mayor, Cr Michele Biscotti



Cr Peter Bray

In July 2020, Cr Peter Bray announced his retirement due to ill health following 12 years of service to the community.

Sadly, Cr Bray passed away from his illness in August 2020.

Cr Bray was first elected to Queanbeyan City Council in 2008 and was subsequently elected to represent the Queanbeyan and Queanbeyan-Palerang communities in 2012 and 2017.

Cr Bray was elected Deputy Mayor for four consecutive one-year terms and also served on the Local Representation Committee while QPRC was under administration.

In reluctantly submitting his letter of retirement on 22 July 2020, Cr Bray stated he had "thoroughly enjoyed playing a constructive part in the achievements of the former Queanbeyan City Council and the wonderfully successful Queanbeyan-Palerang Regional Council. I extend my best wishes to the Mayor, my fellow Councillors and to all the staff and wish everyone all success in delivering on our many community based priorities and programs and in continuing to prevail over the ever present challenges that will inevitably lie ahead."

Cr Bray's commitment to the community was honoured with the naming of the Peter Bray Memorial Walk around Lake Jerrabomberra in Queanbeyan.



2017 elected Council - pictured above from left to right are - (top row) Cr Kenrick Winchester, Cr Michele Biscotti, Cr Mark Schweikert, Cr Pete Harrison, Cr Brian Brown, Cr Peter Marshall, Cr Peter Bray AM (front row) Cr Trudy Taylor, Cr Trevor Hicks, Cr Tim Overall, Cr Radmila Noveska



6 Organisation Summary

Queanbeyan-Palerang Regional Council is the local government area's largest employer with around 530 total employees employed across Queanbeyan, Bungendore, Braidwood, Nerriga and Captains Flat.

During the term of the elected Council, the senior management team at Queanbeyan-Palerang Regional Council was relatively consistent with the only change occurring with the Portfolio General Manager, Organisation Capability.

From a staffing point of view, the organisation outlined a three-staged approach to its structure following the merger. Following on from the merger in 2016, an interim organisational structure was implemented to essentially 'stich together' the two former organisations to continue service delivery across the region. As the organisation settled down and Council's priorities were determined, the transitional structure was put in place. In implementing the structures, Council was required to be mindful of the staff protections in the *Local Government Act* which required Council to retain staffing numbers at Bungendore and Braidwood and ensure there were no forced redundancies. On top of that, Council aimed to keep staffing numbers in line with the industry standard of 7.5 staff members per 1,000 residents.

At the time of merger, QPRC had 405 full time equivalent staff members, with 513 total employees.

By 2020-21, the full time equivalent staff numbers had grown to 460 with around 530 total employees. The majority of growth was a result of labour hire and casual roles being converted to permanent positions in accordance with the Award and conversion of redundant roles to accommodate growth with development, infrastructure, facilities and open spaces and new services around tourism, greenfield land release, business support, grants, events and communications. This growth in employees was proportionally matched by a growth in population from 56,032 to 62,239 (estimated residential population) in 2020-21.

Over the next four years, we expect to grow our workforce by another 40 full time equivalent staff members, largely in our Natural and Built Character and Community Connections portfolios to ensure we keep up to the demand being seen in our planning and infrastructure services.

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

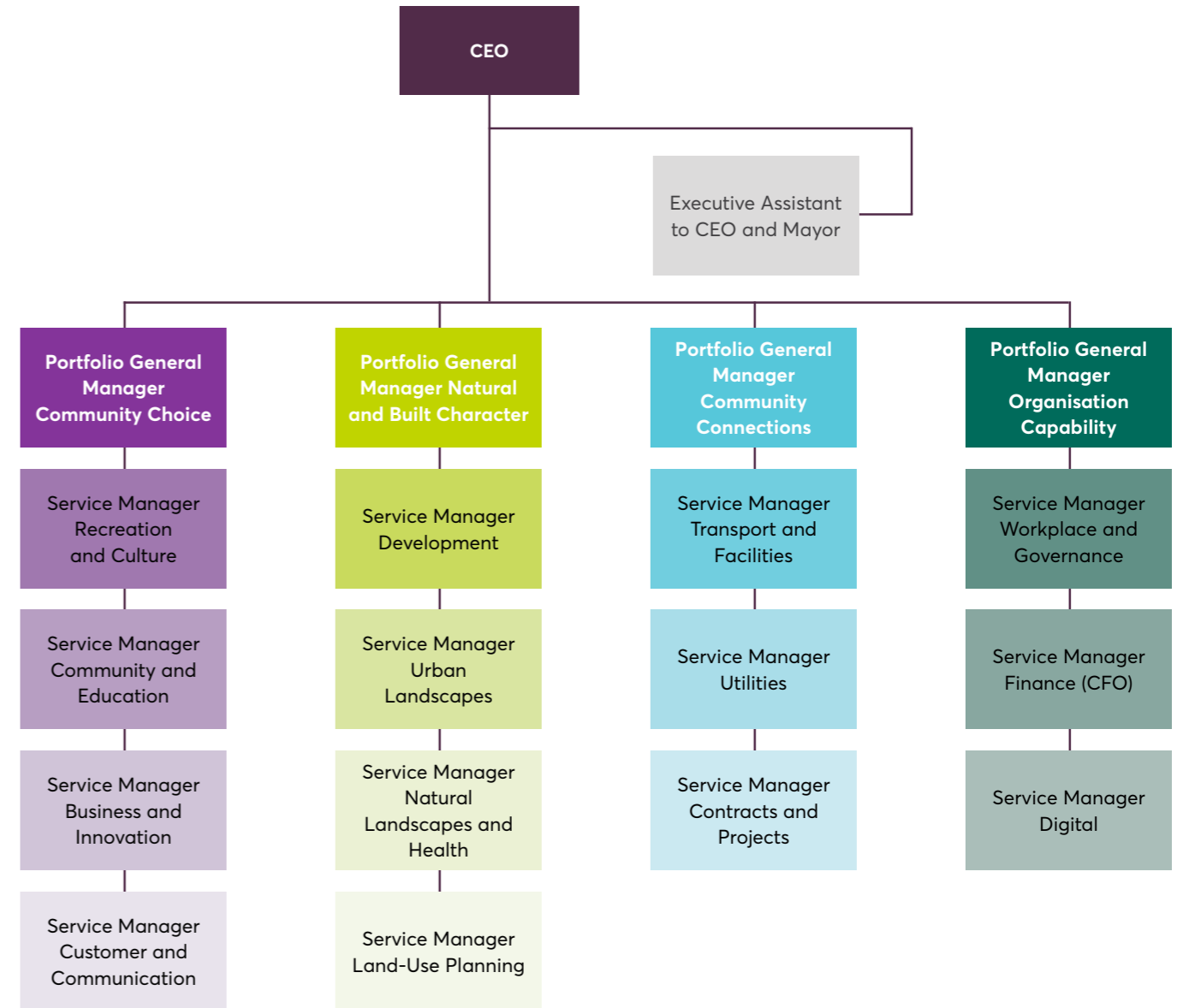


	2017-18	2018-19	2019-20	2020-21
Captains Flat	2	2.8	3.8	1
Nerriga	0.55	0.55	0.8	0.8
Braidwood	47.86	39.43	49.03	51.48
Bungendore	83.94	98.94	94.1	87.78
Queanbeyan	300.28	313.92	317.2	321.9
TOTAL	434.63	455.64	464.93	462.96

Table 1. Full time equivalent per year, by location

Council's Organisational Structure

Council's staff is organised around a **portfolio structure** which aligns with the Strategic Pillars identified within the Community Strategic Plan. These Strategic Pillars are **Community, Choice, Character, Connection and Capability**. The CEO heads the Executive Team consisting of four Portfolio General Managers who in turn are responsible for managing 14 Service Managers (reduced from 16 at time of election) who deliver services, programs and projects aligned to the Strategic Pillars.



Peter Tegart
CEO



Jacquelyn Richards
Portfolio General Manager
Community Choice



Michael Thompson
Portfolio General Manager
Natural and Built Character



Phil Hansen
Portfolio General Manager
Community Connections



Andrew Knight
Portfolio General Manager
Organisation Capability

Financial Overview

Following the merger, Council undertook a stocktake of its finances, with a number of pieces of work coming together to allow the review of the previously adopted Long Term Financial Plan. The reviewed Long Term Financial Plan was adopted in November 2018 and followed the adoption of the Financial Strategy and Asset Strategy in 2017. These strategies were developed based on the Asset and Financial Sustainability Review undertaken by GHD and Professor Percy Allen.

Council's Delivery Program was based on the implementation of the 'responsible scenario' that was included in the Long Term Financial Plan.

The responsible scenario includes:

- Increases in line with CPI
- Adoption of the debt and capital plan
- Land sales
- Dividends from the Queanbeyan water and sewer funds
- 100% asset renewals
- Improved unrestricted cash levels to \$2m
- Additional merger funding and revised user charges
- Meet all financial principle ratios

Council's ability to achieve the goals of the Long Term Financial Plan were impacted by a number of factors between 2018-20, including:

- Impacts of natural disasters – fire and floods
- Impact of COVID-19 pandemic – more than \$3.6m in lost revenue
- 15% growth in value of assets and in turn increased depreciation due to
 - high number of Government grants for new infrastructure
 - new assets from developments
- Dividends from water and sewer funds not realised
- Rate peg lower than anticipated in Long Term Financial Plan
- NSW Government's rate path freeze following merger
- Expansion in service levels across LGA

The table below shows Council's progress against the financial benchmarks set by the Office of Local Government.

Measure	Benchmark	2018-19	2019-20	2020-21
Own source revenue	>60%	62.37%	53.21%	50.78%
Operating performance	0.00%	0.39%	5.19%	3.11%
Unrestricted current ratio	>1.5x	2.5x	1.34x	1.57x
Debt service ratio	>2.00x	6.64x	6.40x	3.84x
Infrastructure backlog ratio	<2%	2.6%	3.2%	1.1%
Infrastructure renewal ratio	>100%	86.2%	144.2%	129.9%

With the above taken on board, Council will be reviewing its Long Term Financial Plan prior to 30 June 2022 and will include actions and strategies to deliver a financially sustainable future for QPRC.

Rates harmonisation

Following the merger, the NSW Government determined that councils were unable to harmonise their rates structures within the first four years. During 2019-20, Council engaged heavily with the community to select a preferred rating structure to take effect from 1 July 2020.

Throughout the harmonisation process, the community reference panel and Council considered the following critical factors:

- Long term revenue requirements to meet the financial sustainability criteria
- Mix of revenue from rates, annual charges and user fees and charges
- Relative similarities and differences in the current rating structures and how changes will impact ratepayers
- The principles of equity, simplicity and efficiency for a new revenue strategy.

On average, the harmonisation of rates saw decreases in the following rating categories

- Residential:
 - Braidwood, Googong, Rural, urban fringe Palerang, Captains Flat,
- Business
 - Jerrabomberra, Queanbeyan, Rural, Captains Flat
- Farmland
 - Palerang

Increases were experienced in the following rating categories:

- Residential
 - Bungendore, Jerrabomberra, Queanbeyan, Queanbeyan strata, urban fringe Queanbeyan.
- Business
 - Braidwood, Bungendore, Googong, Queanbeyan CBD, Queanbeyan industrial.
- Farmland
 - Queanbeyan

Changes to average rates and charges 2018-19 - 2021-22

Example property	Valuation 2016	2018-19			Valuation 2019	2021-22			\$ Change	% Change
		General Rates	Water, sewer, waste, stormwater charges	2018-19 Rates Notice		General Rates	Water, sewer, waste, stormwater charges	2021-22 Rates Notice		
Residential Queanbeyan	\$238,000	\$1,206	\$1,246	\$2,452	\$266,000	\$1,312	\$1,439	\$2,751	\$299	12.1%
Residential Jerrabomberra	\$277,000	\$1,353	\$1,246	\$2,599	\$389,000	\$1,725	\$1,439	\$3,164	\$565	21.7%
Residential Googong	\$247,000	\$1,550	\$1,503	\$3,053	\$298,000	\$1,491	\$1,721	\$3,213	\$160	5.2%
Residential Queanbeyan Rural	\$467,000	\$1,143	\$569	\$1,712	\$552,000	\$1,355	\$678	\$2,033	\$321	18.75%
Residential Bungendore	\$283,000	\$979	\$2,233	\$3,212	\$290,000	\$1,005	\$2,391	\$3,396	\$184	5.7%
Residential Braidwood	\$244,000	\$910	\$2,233	\$3,143	\$165,000	\$735	\$2,391	\$3,126	-\$17	-0.5%
Residential Captains Flat	\$106,000	\$665	\$2,233	\$2,898	\$99,300	\$554	\$2,366	\$2,920	\$22	0.7%
Residential Palerang Rural	\$315,985	\$1,038	\$442	\$1,440	\$317,000	\$939	\$406	\$1,345	-\$95	-6.5%
Business Queanbeyan CBD	\$532,000	\$10,070	\$1,465	\$11,535	\$309,000	\$6,266	\$1,510	\$7,776	-\$3,759	-32%
Business Queanbeyan General	\$540,000	\$7,527	\$1,340	\$8,867	\$455,000	\$6,374	\$1,231	\$7,605	-\$1,262	-34%
Business Queanbeyan Industrial	\$401,870	\$3,592	\$4,119	\$7,711	\$333,000	\$3,140	\$1,548	\$4,688	-\$3,023	-39%
Business Googong	\$413,000	\$9,306	\$4,289	\$13,595	\$614,400	\$11,794	\$1,780	\$13,574	-\$21	-0.1%
Business Jerrabomberra	\$681,000	\$15,014	\$4,319	\$19,333	\$1,190,000	\$15,929	\$4,709	\$20,638	\$1,305	6.75%
Business Bungendore	\$353,000	\$1,069	\$2,251	\$3,320	\$393,000	\$1,116	\$2,217	\$3,333	\$13	0.3%
Business Braidwood	\$171,000	\$726	\$2,251	\$2,977	\$219,000	\$808	\$2,183	\$2,991	\$14	0.4%

	2018-19	2021-22	Change	% change
Rates assessments	26,399	27,531	1,132	4.2%
Rates income	\$35,946,165	\$40,441,376	\$4,495,211	12.5%

Rate peg increase	2018-19	2019-20	2020-21	2021-22
	2.3%	2.7%	2.6%	2%

Waste charges were harmonised from July 2021, with water and sewer charges scheduled from July 2022.

Asset data*

Asset class	17-18 value (\$,000)	20-21 value (\$,000)	Asset condition									
			1		2		3		4		5	
			17-18	20-21	17-18	20-21	17-18	20-21	17-18	20-21	17-18	20-21
Buildings	118,707	150,561	19%	11%	42%	42%	34%	36%	5%	10%	0%	1%
Roads	805,532	1,150,826	75%	80%	12%	10%	11%	9%	2%	1%	0%	0%
Water supply network	155,905	233,937	33%	15%	37%	38%	29%	39%	1%	8%	0%	0%
Sewerage network	241,318	272,433	52%	25%	16%	37%	21%	31%	8%	7%	3%	0%
Stormwater drainage	175,678	200,418	68%	29%	22%	40%	3%	20%	0%	4%	7%	7%
Swimming pools	4,356	8,402	0%	0%	0%	70%	82%	15%	18%	15%	0%	0%
Park structures	41,941	33,460	44%	24%	48%	64%	7%	10%	1%	2%	0%	0%
Total assets	1,543,437	2,050,037	61%	52%	20%	25%	15%	19%	3%	4%	1%	1%

Asset condition assessment

#	Condition	Description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

*These figures are subject to finalisation of the audit of the 2020-21 asset revaluation.



Ryrie Park, Braidwood

7 Drought, bushfire, flood and COVID-19

During the Council term a number of unforeseen emergencies impacted the organisation's ability to deliver services and programs and its financial position. The impact of drought, bushfire, flood and COVID-19, along with Council's initial and ongoing response, is provided below.

Drought

Following an extended period of below average rainfall, QPRC introduced water restrictions in Braidwood and Bungendore in November 2019.

This was the first time since 2010 that Braidwood and Bungendore had been placed on water restrictions.

Initially, Braidwood was placed on Stage 2 water restrictions which encouraged residents to reduce their water consumption by 25%. Bungendore was placed on Stage 1 restrictions which called for a 10% reduction in consumption.

As water supply deteriorated, Council increased Braidwood to Stage 3 water restrictions in November and Stage 4, the highest level under the current policy, in January 2020.

With the real possibility of Braidwood running out of water, Council, Icon Water and the ACT Government developed a temporary agreement to truck water from Canberra to Braidwood if required. Initially Council trucked water from Bungendore for several weeks until the Shoalhaven River received some healthy rainfall. Council resolved to accelerate planning options to increase storage capacity for Braidwood.

Water restrictions were not required in Captains Flat, with storage remaining healthy, while the Queanbeyan urban area, including Googong, follows the advice of Icon Water which did not implement water restrictions. Residents however were encouraged to be mindful of their water usage and follow the permanent water conservation measures.



**Braidwood off-river storage dam
January 2020**

With drought affecting many residents in the Local Government Area, Council provided the following support:

- Opportunity for owners of farmland properties to defer their rate payments over two years
- Financial relief to eligible farmland property owners and occupiers where action is required regarding high priority weed infestations
- Access to town water from the Bungendore, Captains Flat and Braidwood water supplies for eligible farmland properties, limited to 1000 litres per day. Access from Braidwood was removed when water restrictions were enforced.

A range of State and Federal Government assistance packages were promoted on Council's website.

Bushfire impact and response

The eastern parts of the Local Government Area, specifically around Braidwood, Nerriga, Mongarlowe, Charleys Forest and Araluen were severely impacted by bushfires between November 2019 and January 2020.

As a result, 57 houses were destroyed around the Nerriga and Araluen region in December 2019 and many Council assets, including roads, bridges and the Nerriga Tip were damaged.

Various Council resources (staff and plant) assisted the RFS during the fire emergency and as part of the clean up. Council staff joined with 10 other bushfire-impacted LGAs and state agencies in the south east, setting up a Regional Recovery Committee, overseeing waste clean-ups, infrastructure restorations and fast tracking changes to planning laws to enable site clearing and temporary accommodation.

Council established a Bushfire Recovery Centre in Braidwood which continues to operate. The Recovery Centre has been funded by Government grants and is manned by a Local Community Recovery Coordinator, a Rural Support Officer and a Mobile Recovery Administration Officer. Earlier, the centre was also occupied by an Economic Development Officer and part-time Community Development Officer, along with representatives of other support agencies.

The Bushfire Recovery Centre was responsible for, or involved with:

- meeting with affected residents
- arranging community outreach meetings
- progressing a Resilience Plan
- communicating with local residents via radio, social media and other forms of media
- developing a podcast

- regional cooperation
- Food for Thought Community Food Van events in Reidsdale, Araluen, Gundillion, Majors Creek, Bombay, Nerriga and Mongarlowe.

Council also activated its Local Recovery Committee (LRC), headed by Mayor Tim Overall and involving a number of community and agency members. The Committee oversaw the development of a local recovery action plan in turn guiding priority actions and funding from Federal and State grants.



**"Food for Thought" Community Food Van event
September 2021**

Other initiatives included:

BlazeAid

Based at the Braidwood Showground with outreach into Nerriga, this group of volunteers has replaced hundreds of kilometres of rural fencing, and together with young backpackers, has been instrumental in keeping properties and stock safe, and connecting with landholders.

Treasure Trail Campaign

An advertising campaign developed (at no cost) to reinvigorate the region, especially the bushfire impacted areas. The launch was impacted by COVID-19 in March 2020, however it has since been recognised with national awards and the launch of a dedicated app in 2021 will assist the regional rebuild following the COVID-19 lockdown.



**Treasure Trail Campaign launch
March 2020**

BizRebuild Group

A not-for-profit organisation with a Trust set up to assist bushfire recovery by providing vouchers (\$1-\$2k) for 'retooling' and the other that looks at refurbishing infrastructure such as local community halls.

Bushfire Inquiries

Council lodged submissions reflecting local and regional issues to the NSW and Commonwealth inquiries into the bushfires.

Council support

Council introduced a number of support measures to assist drought and fire affected residents, including:

- Donating \$15,000 to the Braidwood Community Help Fund. This will be distributed to farming families affected by drought and bushfires and support BlazeAid
- Fund hire fees of the Braidwood Showground for the duration of the BlazeAid operation
- Holding a social event for farmers
- Waive Braidwood Saleyards fees
- Extend the Farm Focus Business Development Program
- Subsidise works related to fire and dam reinstatement
- Reviewing the Financial Hardship and Assistance Policy to enable extension of automatic hardship relief for farmland rate assessments for 2020-21.
- Continue with advocacy to the Australian Government to increase the FAG annual allocation
- Consider staff resources in next Delivery Program to assist control in biosecurity weeds
- Lobby government for relaxation of eligibility criteria for farm subsidies and reduction in red tape that impacts ability to harvest water for farm dams.

State and Federal Government funding has been received since the bushfires. At its meeting on 22 January 2020, Council agreed to utilise the \$1m in bushfire assistance from the Federal Government to:

- Offset assistance measures such as, waiving fees at the Braidwood Showground, subsidising private works relating to dam clearing, waste disposal fees and rates rebates - estimated \$300,000
- Fit out the recovery centre and arrange repairs to Braidwood evacuation centre and recovery camp at Showground - estimated \$50,000
- Recruit a fixed-term local bushfire recovery coordinator - estimated \$100,000
- Recruit a fixed-term economic development officer and provide business support in affected area - estimated \$175,000

- Initiate a TV advertising campaign to help restore local economies in Braidwood and Bungendore - estimated \$25,000
- Second a community development officer to engage with community to restore and build resilience in affected communities - estimated \$150,000
- Provide financial support for local wildlife recovery groups - \$10,000
- Hold balance in reserve for unfunded infrastructure repairs - estimated \$190,000

Other grants were competitively won through the Bushfire Community Resilience and Economic Recovery Fund Phase 1 (\$250,000); Regional Tourism Bushfire Recovery Grants Scheme – Stream 1 (\$30,000); Regional Tourism Bushfire Recovery Grants – Stream 2 (\$100,850); Regional Event Fund (\$10,000).

Emergency works – flood and bushfire

The cost of emergency works has been more than \$11.5m, with the bulk of this cost to be funded through Commonwealth – State Disaster Recovery Funding Arrangements (DRFA).

In addition to emergency works completed in the current year, Council has taken stock of the damage incurred to its infrastructure and estimates the total repair work to be undertaken over the next 12 months to be \$28m. This includes approximately \$16.6 million damage to local roads caused by fire, and \$11.4 million caused by flooding. Council is finalising a claim for funding from the DRFA.



Flood damage on Neringla Road August 2020



Temporary repair to restore access (Neringla Road) August 2020

COVID-19 response

Just as the organisation was emerging from the drought, bushfire and flood emergencies, it was hit with the COVID-19 pandemic in March 2020.

The Public Health Orders (PHOs) implemented by the NSW Government to protect the health and safety of residents impacted Council significantly between March-June 2020 and again between August-October 2021.

The PHOs effectively resulted in the closure of all of Council's customer-facing services, including pools, indoor sports centres, community centres, The Q and Bicentennial Hall, customer service and the library. While face-to-face service was unavailable, Council was able to continue to provide a level of service via click and collect and home delivery via the library and live chat with customer service staff.



Library staff preparing for Click-and-Collect services March 2020

Throughout the pandemic, Council worked closely with the ACT Government and Cross Border Commissioner to advise of the challenges our residents and staff were experiencing as a border community. We also worked with the Canberra Region Joint Organisation and other member councils to develop a Pandemic Management Policy and internally developed a COVID Safe Plan.



Council meetings held remotely October 2021

Financial impact

Financial impacts were felt by Council through:

- Increase in ratepayers experiencing financial hardship and deferring rate payments resulting in longer outstanding rates ratios
- Loss of income from businesses such as The Q, aquatic centre and pools, indoor sports centre and other community facilities that were closed
- Reduction in revenue from hiring of community centres and facilities and parking infringements
- Leave for staff who were employed in closed down facilities/services
- Reduced income from investments.

The closure of Council's customer-facing services and reduction of sportsfield use had an approximate \$1.5m impact per year on Council's budget, as shown below:

Income source	17-18 (\$,000)	18-19 (\$,000)	19-20 (\$,000)	20-21 (\$,000)	Change from 17-18 %
The Q	1,681	1,453	881	821	-51.15%
Saleyards	255	165	68	86	-66.08%
Swim school	677	792	600	572	-15.53
Aquatic entry fees	421	460	408	322	-23.63
Community events	47	35	36	16	-63.97
Parks and sportsgrounds	63	76	0	6	-89.66
Community halls and facilities	230	218	249	251	9.04
Total	3,377	3,201	2,244	2,077	
Actual change from previous year \$	408	176	956	167	
Actual change %	13.77%	-5.22%	-29.89%	-7.44%	-38.49
Normal income increase – 2.5%		3,462	3,548	3,637	7.69
Lost annual income				1,560	

There were some cost savings across the organisation with the cancellation of business travel and offsite training, but additional costs to provide IT equipment to support working from home arrangements, and allowance for additional community donations including rates and rental rebates in accordance with adopted policies.

Community support

Council agreed to a range of measures to assist residents and ratepayers:

- Extend the modified approach to apply for hardship relief to residential and business ratepayers, enabling employees who have lost their jobs and businesses that have closed or have been restricted trade as a consequence of Government orders. That same relief continues to apply for farmland rate properties as a consequence of the drought, and other properties damaged or destroyed as a consequence of the bushfires
- The relief options include deferral of rate instalments and extending regular rate payments over two years, and the waiver of interest charges, under approved payment plans
- Defer the proposed Bungendore and Braidwood stormwater levy (\$20 per year) and associated works by a year
- Work with local service providers for a coordinated COVID/Bushfire neighbourhood program in support of vulnerable members of the community to assist drop offs, call ins and the like

As part of Council's support to the general community, the COVID Kindness initiative and was implemented. This saw Council staff work with service groups to ensure that members of the community that needed assistance were pointed in the right direction, delivered through a dedicated call centre and mailbox drops.

Reopening

With NSW reaching 70% double vaccination, Council started reopening its facilities in line with the NSW Government's Roadmap for Reopening from mid-October 2021.

Overall Community Strategic Plan Achievements

ACHIEVEMENT OF COMMUNITY ASPIRATIONS

2018 Community Satisfaction Survey

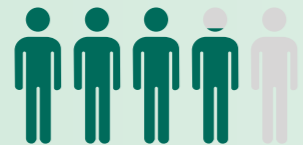
WHERE WE'RE DOING WELL



4.1 out of 5 people agree or strongly agree: "We feel safe in the places we visit."



3.75 out of 5 people agree or strongly agree: "We take pride in our public places."



3.85 out of 5 people agree or strongly agree: "We are a friendly and caring community."



3.5 out of 5 people agree or strongly agree: "We enjoy the beauty of our natural environment and act to protect it."

OPPORTUNITIES TO IMPROVE PERCEPTIONS



2.35 out of 5 people neither agree nor disagree: "We have a diverse, resilient and smart economy that creates jobs and wealth."



2 out of 5 people neither agree nor disagree: "We are serviced by a Council that provides leadership and listens to and responds to them."

2020 Community Satisfaction Survey

WHERE WE'RE DOING WELL



4.1 out of 5 people agree or strongly agree: "We feel safe in the places we visit."



3.75 out of 5 people agree or strongly agree: "We are a friendly and caring community."



3.2 out of 5 people either agree or strongly agree: "We enjoy the beauty of our natural environment and act to protect it."

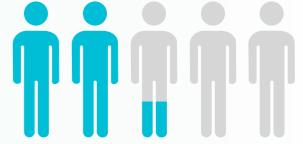


3.1 out of 5 people agree or strongly agree: "We respect the indigenous relationship with the land."

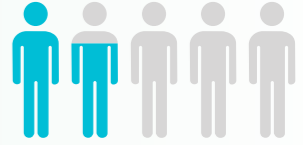


3.7 out of 5 people agree or strongly agree: "We take pride in our public places."

OPPORTUNITIES TO IMPROVE PERCEPTIONS



2.25 out of 5 people neither agree nor disagree: "We have a diverse, resilient and smart economy that creates jobs and wealth."



1.7 out of 5 people neither agree nor disagree: "We are serviced by a Council that provides leadership and listens to and responds to them."

ACHIEVEMENT OF COUNCIL VISION

2018



2.45 out of 5 people believe Council is moving closer to its vision in the past 12 months.

+38%
Net Vision Success Rating

Whilst 2 out of 5 people are uncertain to what extent Council has been successful in moving closer to its vision in the past 12 months, 2.45 out of 5 people believe Council is moving closer to its vision in the past 12 months, resulting in a Net Vision Success Rating of +38%.

2020



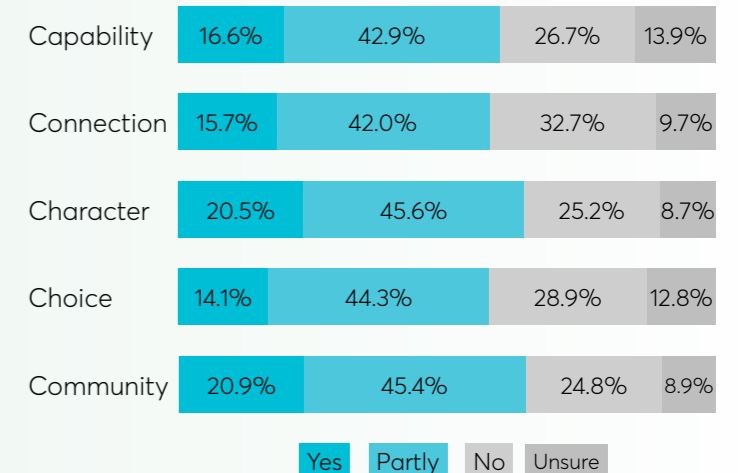
2.6 out of 5 people believe Council is moving closer to its vision in the past 12 months.

+39%
Net Vision Success Rating

Whilst 2 out of 5 people are uncertain to what extent Council has been successful in moving closer to its vision in the past 12 months, 2.6 out of 5 people believe Council is moving closer to its vision in the past 12 months, resulting in a Net Vision Success Rating of +39%.

2021 TOWARDS 2042 SURVEY

Do you think Council is on track with delivering the five strategic pillars?



A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

KEY RESULT AREA | WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:

'A safe, harmonious, happy and healthy community leading fulfilled lives'

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

Community strategy 1.1

Develop the cultural capacity of the community through the availability and participation in arts, performance and cultural gatherings, events and exhibitions in the Queanbeyan-Palerang region

Projects, Initiatives and Achievements

- Events Strategy and partnerships – attracting new events to Queanbeyan-Palerang, including Oktoberfest, Music by the River
- Rusten House renovations
- Launch of Echo Theatre
- Bicentennial Hall update
- Development of designs and plans for the new Queanbeyan Civic and Cultural Precinct which incorporates The Q and Bicentennial Hall
- Events awards

Ongoing Programs and Services

- The Q
- Bicentennial Hall
- Museums and exhibitions
- Operation of community centres and halls
- Cultural events and programs – NAIDOC Week, Reconciliation Walk, Multicultural Festival

Measures

Key Strategy	Indicator	Data Source
1.1.1 We build on and strengthen our community cultural life and heritage	Perception of community cohesion is increasing Level of community happiness is increasing	Community Satisfaction Survey

2018 Community Satisfaction Survey



Of those who rated their quality of life as decreased:
16% due to external factors/finance
14% due to worsening personal/family wellbeing

2021 Community Satisfaction Survey



Of those who rated their quality of life as decreased:
16% due to external factors/finance
14% due to worsening personal/family wellbeing

Key Goal 1.2

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

Community strategy 1.2

Develop the sense of community through the availability and participation in aged, youth, children and indigenous services, and support for disability services in the Queanbeyan-Palerang region

Projects, Initiatives and Achievements

- Establishment of Access Committee
- Draft Reconciliation Action Plan
- QPRC Community Engagement and Participation Plan
- Disability Inclusion Action Plan
- COVID food support program
- Bushfire and COVID support programs

Ongoing Programs and Services

- Expansion of Family Day Care program
- Seniors Week
- Youth Week
- Engagement of PCYC to enhance youth and recreation services in Queanbeyan
- Aboriginal playschool
- Various committees
- NAIDOC week, Reconciliation Walk
- Operation of Axis Youth Centre

Measures

Key Strategy	Indicator	Data Source
1.1.2 We are an inclusive region with access to opportunities and community support services by those who need them most	Increased level of satisfaction with the provision of community services	Community Satisfaction Survey



2018 Community Satisfaction Survey



2021 Community Satisfaction Survey



257 community engagement activities

2940 online submissions

38,800 document downloads

135.5% growth in registered users on Your Voice 2018-2021

Key Goal 1.3 We are a safe community

Community strategy 1.3

Continue to strengthen community safety and crime prevention partnerships with key stakeholders

Projects, Initiatives and Achievements

- Smart City and Digital Economy Strategy
- Installation of CCTV and enhanced lighting in Queanbeyan CBD and for events
- Community Safety Strategy
- Crime Prevention Plan

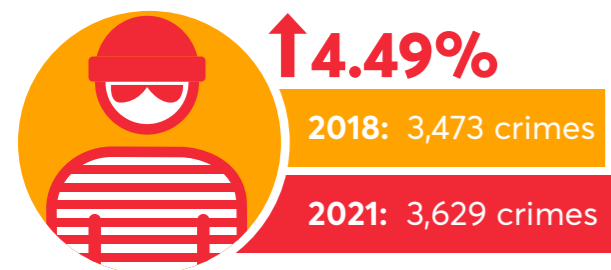
Ongoing Programs and Services

- Liaison with local Police
- Community development program

Measures

Key Strategy	Indicator	Data Source
1.1.3 We are a safe community	Crime rates are decreasing	NSW Bureau of Crime Statistics and Research

OVERALL CRIME RATE



Key Goal 1.4 We are a learning community

Community strategy 1.4

Continue to develop the knowledge capacity of the community through the availability and participation in library, historical and museum services across the region

Projects, Initiatives and Achievements

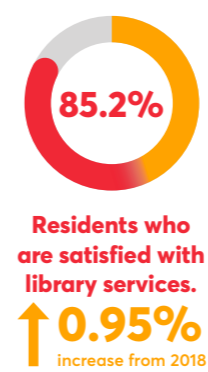
- Upgrades to Queanbeyan Library – grant fund
- Designs complete for new library in Queanbeyan Civic and Cultural Precinct
- Establishment and expansion of QPRC mobile library services
- Adaptation for click and collect library services during COVID-19 restrictions in 2020
- Designs finalised for Braidwood Library refurbishment
- Queanbeyan Library refurbishment
- Planning for new Bungendore Library

Ongoing Programs and Services

- Operation of libraries in Queanbeyan, Bungendore and Braidwood, including
 - Children's programs
 - Home library service
 - Mobile library service
 - Adult programs and activities
- Operation of Queanbeyan Museum
- Assistance with Braidwood Heritage Centre project

Measures*

Key Strategy	Indicator	Data Source
1.1.4 We are a learning community	Usage of Library and Museums is increasing	Library Service Data



National Simultaneous Storytime at Queanbeyan Library

*impacted by COVID-19 restrictions

Key Goal 1.5 We have an active and healthy lifestyle

Community strategy 1.5

Support the active recreational, sporting and health pursuits of the community through the availability of facilities and participation in programs and events in the Queanbeyan-Palerang region

Projects, Initiatives and Achievements

- Commencement of Bungendore Sports Hub
- Designs, planning and approvals for Regional Sports Complex
- Braidwood Rec Ground improvements
- Construction of wet play area at Queanbeyan Aquatic Centre
- Extension of Indoor Sports Centre and inclusion of squash courts
- Irrigation and playing surface upgrade, Mick Sherd Oval
- Construction of new changerooms at Mick Sherd Oval
- Preparation of designs for new Braidwood Skatepark
- Upgrades to Braidwood Pool and securing \$1m grant for further upgrades
- Adoption of Sporting Facilities Plan

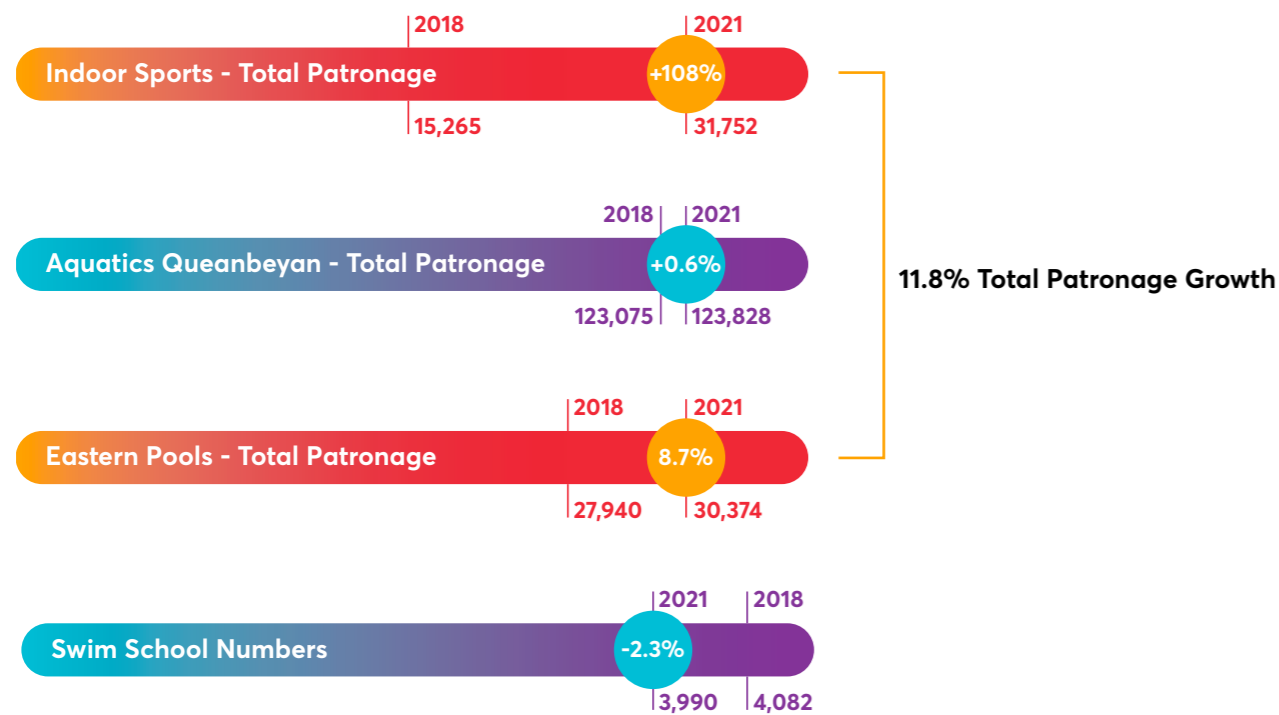
Ongoing Programs and Services

- Operation of Queanbeyan Aquatic Centre and Braidwood, Bungendore and Captains Flat Pools
- Provision and maintenance of sporting fields across the Local Government Area
- Operation of learn to swim programs at pools and Aquatic Centre
- QPRC Sports Council

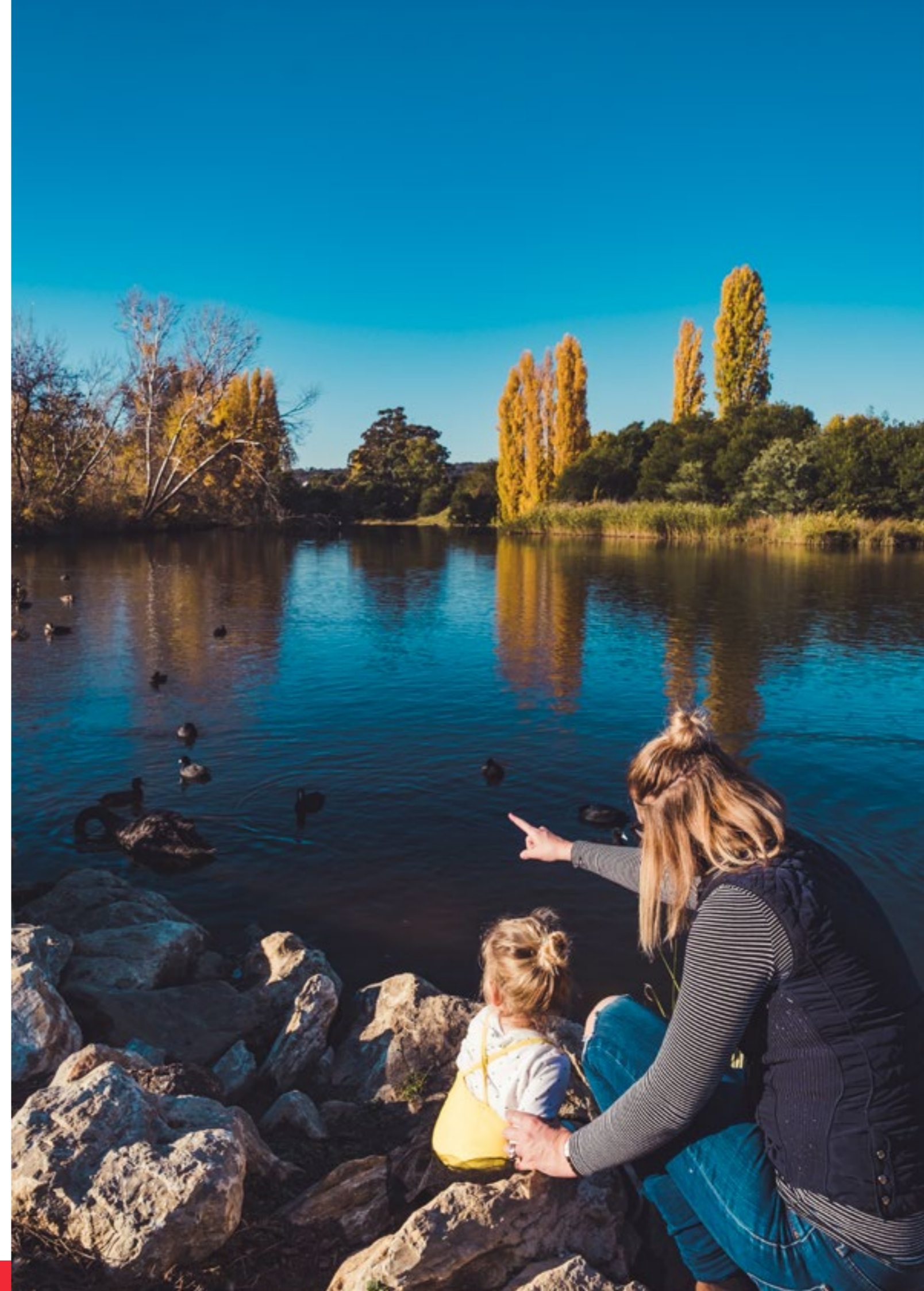


Measures*

Key Strategy	Indicator	Data Source
11.5 We have an active and healthy lifestyle	Participation rates in recreational programs are increasing	Aquatic Centre/Indoor Sports Centre data Community Satisfaction Survey



*impacted by COVID-19 restrictions



A PROSPEROUS QUEANBEYAN-PALERANG

KEY RESULT AREA | **WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:**

'A diverse, resilient and smart economy that creates choice and job opportunities'

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

Community strategy 2.1

Develop and support business generation initiatives, CBD Place Management to build economic and employment capability and capacity across Queanbeyan-Palerang

Projects, Initiatives and Achievements

- Progression of Queanbeyan CBD Transformation Strategy, including:
 - Queanbeyan Place Plan
 - Queanbeyan CBD Spatial Master Plan
 - Queanbeyan Car Parking Strategy
 - Queanbeyan CBD Retail Growth Strategy
 - QPRC Digital Economy and Smart Community Strategy
- Obtaining funding for Monaro Street upgrade
- Obtaining funding for laneways upgrade in Queanbeyan CBD
- Planning and approval for Queanbeyan Civic and Cultural Precinct
- South Jerrabomberra Innovation Precinct planning and construction
- Braidwood and Bungendore shop and win initiative
- Queanbeyan Riverside Caravan Park upgrade
- Negotiated NSW Government occupancy in new Queanbeyan Civic and Cultural Precinct
- Deployed Wi-Fi and smart parking in Queanbeyan CBD
- Adoption of Regional Economic Development Strategy
- Googong Smart City project
- Monaro Street and laneways upgrade

Ongoing Programs and Services

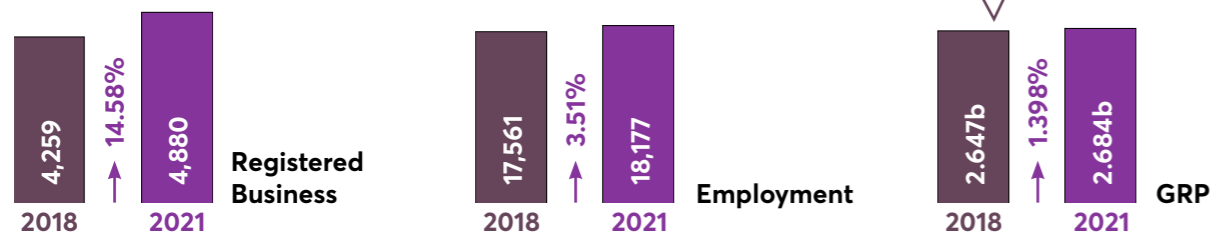
- Business liaison and marketing
- Economic development activities
- Queanbeyan, Braidwood and Bungendore connect meetings
- Participation in Canberra Regional Joint Organisation network meetings
- Smart cities initiatives
- Place activation
- CBD and town centre Christmas promotions



Concept render of the Queanbeyan Civic and Cultural Centre

Measures

Key Strategy	Indicator	Data Source
2.1.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages	Increased activities and improved liveliness in our CBD and rural villages	Business Activity Survey



Key Goal 2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice

Community strategy 2.2

Economic and tourism programs and events promote and enhance the Queanbeyan-Palerang economy and region as a destination of choice adding to the economic vitality of the region

Projects, Initiatives and Achievements

- Treasure Trail campaign
- Tourism Strategy
- Visit QPRC guide
- Tourism service review
- Tablelands Destination branding project
- Participation in CRJO tourism group

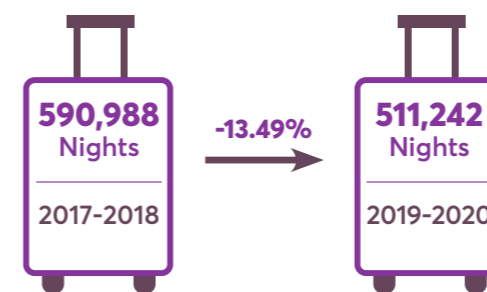
Ongoing Programs and Services

- Visit services
- Tourism planning
- Tourism marketing
- Regional coordination

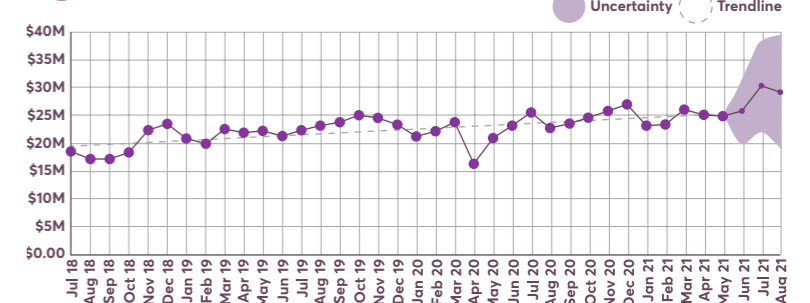
Measures

Key Strategy	Indicator	Data Source
2.1.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	Increasing trend in tourist visits to the region	NSW Tourism Data

DOMESTIC VISITOR NIGHTS



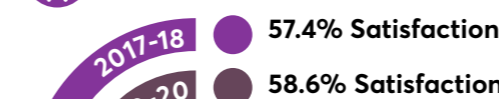
ANNUAL VISITOR SPEND



(Includes transactions made by non-residents of the QPRC LGA)



COMMUNITY SATISFACTION WITH TOURISM MARKETING



Treasure Trail launch at Bungendore Woodworks

Key Goal 2.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management

Community strategy 2.3

Manage public and environmental health risk through the determination of applications and monitoring compliance of air, water, food, skin penetration, sewage and cemeteries activities within the Local Government Area

Projects, Initiatives and Achievements

- Progression of new QPRC Memorial Park, with Planning Proposal submitted and approved for rezoning of land at preferred site
- South Jerra Innovation Precinct - progressing infrastructure and masterplan

Ongoing Programs and Services

- Annual inspection of food and skin penetration premises
- Education of local businesses regarding required food standards
- Inspection of public pools, cooling towers, and private pools and spas
- Operation of cemeteries across the local government area

Measures

Key Strategy	Indicator	Data Source
2.1.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management	% of complying businesses within the LGA	QPRC inspection program data

HIGH/MEDIUM RISK FOOD INSPECTIONS UNDERTAKEN



COMPLAINTS INVESTIGATED



ENFORCEMENT ACTION TAKEN

	Warning	Improvement Notice	Penalty Notice	Seizure Notice	Prohibition Notice	Prosecution
2018-19	76	10	1	0	0	0
2019-20	57	13	1	0	0	0
2020-21	52	4	1	0	0	0



A SUSTAINABLE QUEANBEYAN-PALERANG

KEY RESULT AREA | **WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:**

'A clean, green community that cherishes its natural and physical character'

Key Goal 3.1 We consider the environmental impacts of future development

Community strategy 3.1

The region has quality development which supports the sustainable growth

Projects, Initiatives and Achievements

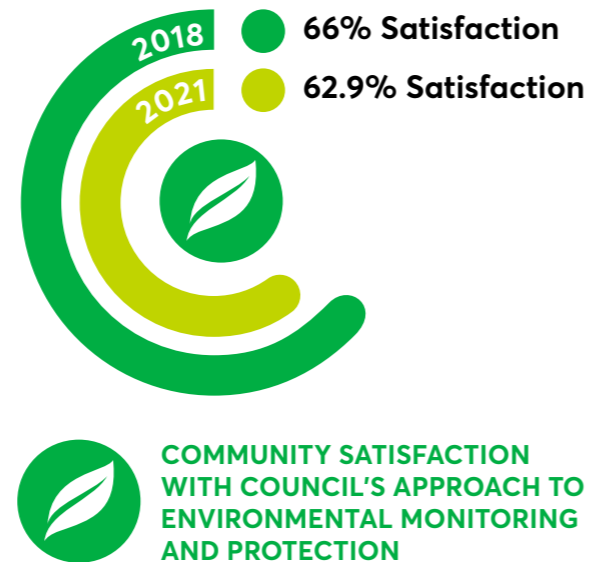
- Local Strategic Planning Statement and implementation of actions
- Comprehensive LEP – Queanbeyan-Palerang Regional Council
- Numerous Planning Proposals
- Review of Plans of Management
- Commence review of Braidwood Heritage Development Control Plan
- Launch of NSW Planning Portal for development applications and construction certificates
- Participation in housing taskforce

Ongoing Programs and Services

- Development assessment
- Subdivision assessment
- Building control and inspections
- Local planning agreements
- Land-Use Planning
- New release subdivision support

Measures

Key Strategy 3.1.1 We consider the environmental impacts of future development	Indicator Level of community satisfaction on the state of the Queanbeyan-Palerang environment	Data Source Community Satisfaction Survey
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Key Goal 3.2 Our region's urban landscapes are well managed and maintained promoting community pride

Community strategy 3.2

The region's public places are clean and attractive

Projects, Initiatives and Achievements

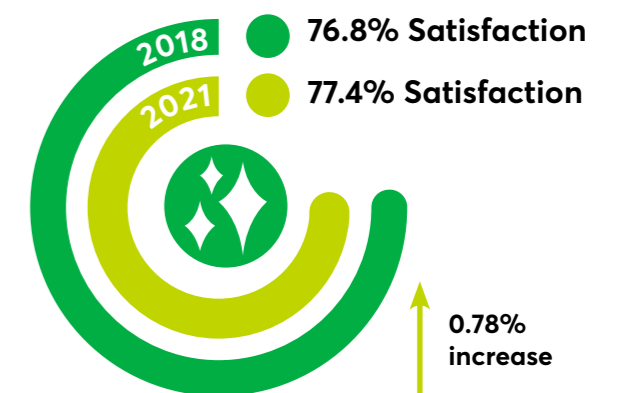
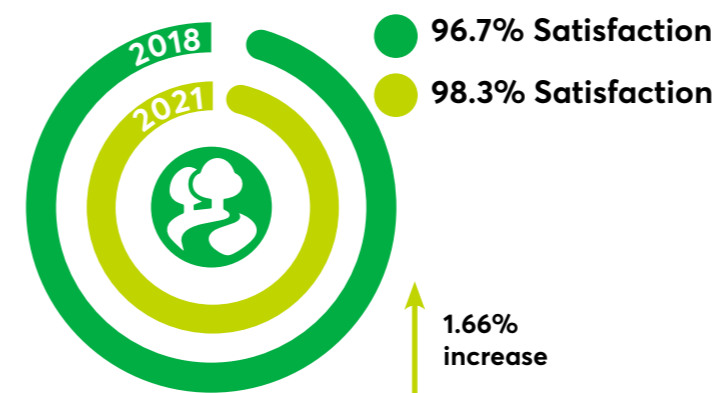
- Green Flag Award
- Ongoing upgrade of Queanbeyan parks and playgrounds from CityCARE Special Rate Variation program
- Upgrade of Ryrie Park in Braidwood
- Design and funding for Bungendore playground initiated
- Start of Queanbeyan Botanical Gardens project
- Addition of special team for Googong urban landscapes

Ongoing Programs and Services

- CBD street cleaning
- Parks and gardens maintenance
- Playground renewal program
- Street tree management
- Graffiti removal
- Maintenance and cleaning of public amenities

Measures

Key Strategy 3.1.2 Our region's urban landscapes are well managed and maintained promoting community pride	Indicator Level of community satisfaction with presentation of urban landscapes	Data Source Community Satisfaction Survey
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COMMUNITY SATISFACTION WITH DESTINATION PARKS

Ryrie Park	2017: 93.3%	2021: 100%
Queanbeyan Park	100%	100%
Bungendore Park	100%	100%



Key Goal 3.3 Our natural landscapes and water resources are sustainably managed

Community strategy 3.3

The land, vegetation and waterways of the region are managed in an integrated manner

Projects, Initiatives and Achievements

- Water restrictions in Braidwood and Bungendore
- Permanent water conservation measures
- Increased water supply licence for Bungendore
- Public Works Review of Braidwood water supply
- Beefing up Braidwood weed control
- Palerang Integrated Water Cycle Management (IWCM) Plan adopted
- Queanbeyan IWCM Plan drafted

Ongoing Programs and Services

- Development of Catchment Management Plans
- Biosecurity weed control
- Biosecurity weed education, inspection and enforcement
- Environmental protection and compliance
- Onsite Sewage Management Systems
- Environmental Education

Measures

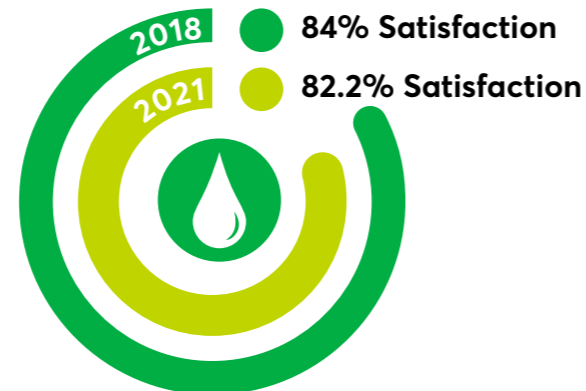
Key Strategy	Indicator	Data Source
3.1.3 Our natural landscapes and water resources are sustainably managed	Water quality in our waterways is improving Level of water consumption in urban areas is decreasing	Water quality sampling program Water consumption reports

WATER SAMPLING OF RECREATIONAL WATER AREAS

2018-19 | 100 Samples

2019-20 | 96 Samples

2020-21 | 114 Samples



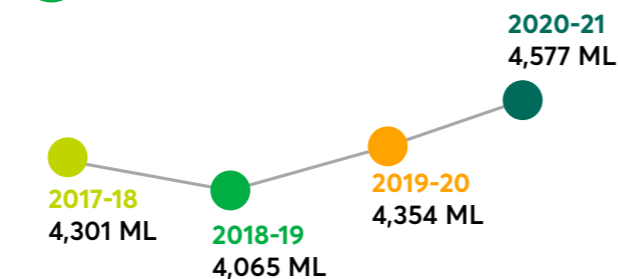
COMMUNITY WATER SUPPLY SATISFACTION

POLLUTION COMPLAINTS INVESTIGATED

2019-20 | 215 complaints

2020-21 | 241 complaints

WATER CONSUMPTION



Key Goal 3.4 We actively promote and implement sound resource conservation and good environmental practice

Community strategy 3.4

The community applies good environmental practice in their activities

Projects, Initiatives and Achievements

- QPRC Community Climate Change Action Plan
- QPRC Council Operations Climate Change Action Plan
- QPRC Waste Strategy
- Design of Queanbeyan Civic and Cultural Precinct, Queanbeyan Sewage Treatment Plant and Queen Elizabeth II Park to ensure sustainability rating achieved.
- Mount Jerrabomberra Plan of Management
- Various energy efficiency audits detailing over \$1,000,000 in savings

Lighting and Solar Projects	Cost	ROI period	Savings
2020 Queanbeyan Aquatics LED Library Upgrade	\$3,197	5.8 years	12 years - \$20,000
2019 Braidwood Library LED Lighting Upgrade	\$8,000	3.75 years	12 years - \$17,500
2018 The Q - Performing Arts Centre LED Lighting Upgrade	\$34,500	5.7 years	12 years - \$38,000
2017 Karabar Shopping Centre (underground) Carpark LED Lighting Upgrade	\$6,184	1.5 years	12 years - \$41,204
2017 Queanbeyan Indoor Sports Centre LED Lighting Upgrade	\$35,000	5 years	12 years - \$48,000
2017 Bicentennial Hall LED Lighting Upgrade	\$30,000	2.3 years	12 years - \$128,720
2020 Letchworth Community Centre 13.3kW Solar System	\$12,700	2.75 years	15 years - \$56,000
2018 Queanbeyan Works Depot 61.65kW Solar System	\$46,251	2.3 years	15 years - \$256,000
Early 2017 QEIP 7.5kW Solar System	\$19,900	9.95 years	15 years - \$10,100
Streetlighting (total expense to Council after ESC rebates/EE contribution)	\$2,468,168.88	5.6 years	12 years - \$2,823,832

Ongoing Programs and Services

- Environmental Education
- WaterWise Program
- Climate Change Action Plan
- Sustainable building and infrastructure planning

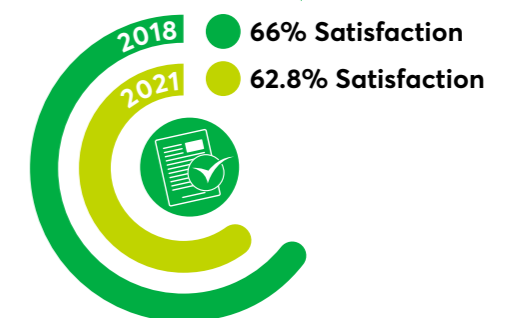
Measures

Key Strategy	Indicator	Data Source
3.1.4 We actively promote and implement sound resource conservation and good environmental practice	Level of community satisfaction with resource conservation and good environmental practice promoted by QPRC Increased community participation in environmental and sustainability programs	Community Satisfaction Survey Council internal reporting

Regular events include Clean Up Australia Day, National Tree Day and Environmental Education at Queanbeyan, Bungendore and Braidwood Shows.

Despite the challenges presented by COVID, an increased number of events were held during 2020-21, including:

- World Environment Day
- Sustainable Fashion webinar
- Frog ID Workshop
- Platypus online workshop
- Heritage Tree walk
- Living with lead at Captains Flat
- 2040 Viewing at The Q
- Queanbeyan River clean up



COMMUNITY SATISFACTION with Council's approach to environmental monitoring and protection

Key Goal 3.5 We ensure the future planning for the region is well coordinated and provides for its sustainable management

Community strategy 3.5

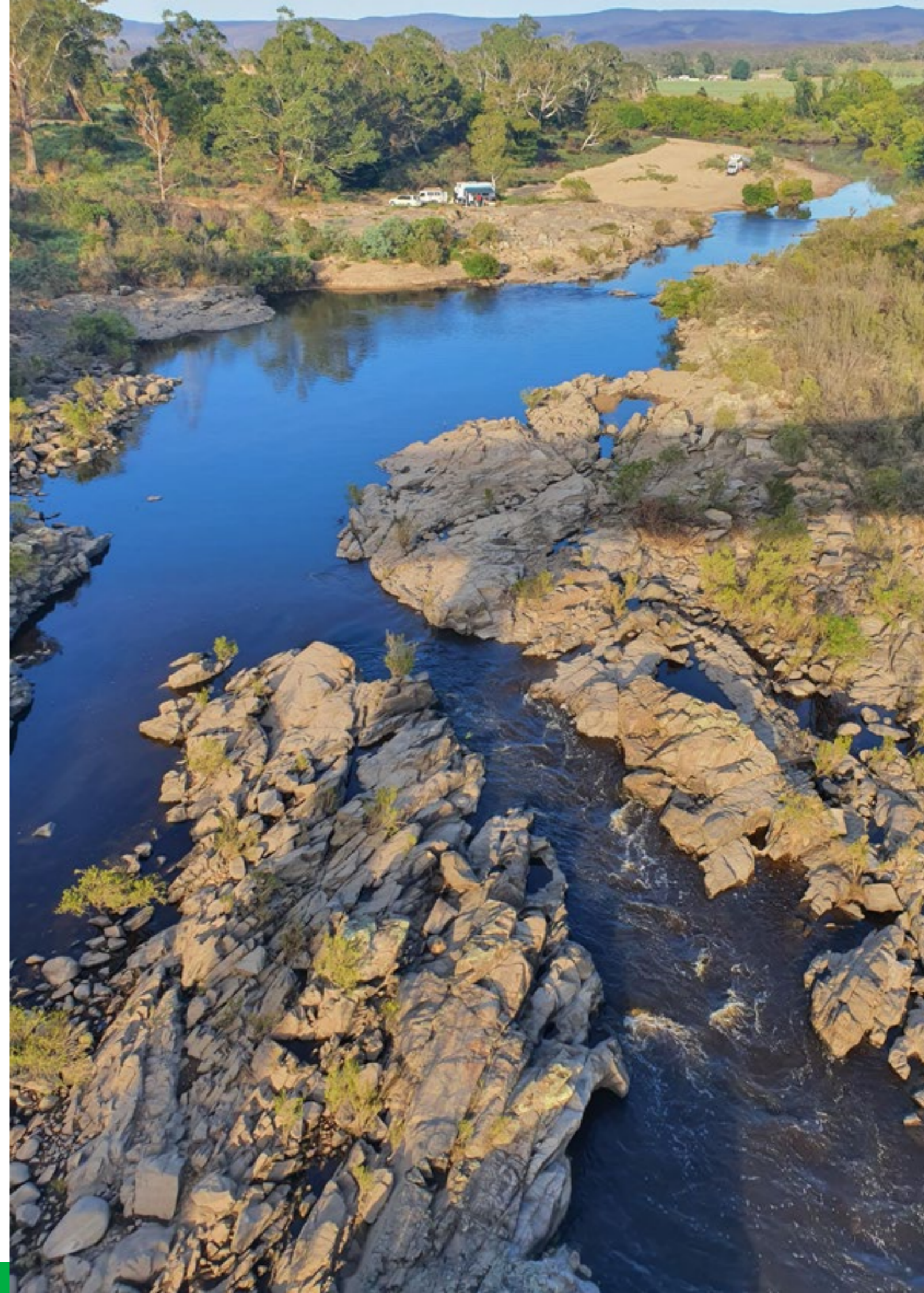
The planning for the future of the region provides for and enhances the sustainable management of our natural and built landscapes

Projects, Initiatives and Achievements

- Local Strategic Planning Statement
- Bungendore Structure Plan
- Submission of Queanbeyan-Palerang Local Environmental Plan for gazettal
- Progression of Planning Proposals for Memorial Park, North Elmslea, Jumping Creek, South Jerrabomberra, E4-R5 Bywong/Wamboin
- Braidwood Archaeological Management Plan

Ongoing Programs and Services

- Management of Local Environmental Plan and Development Control Plans
- Planning proposals
- Planning strategies and policies
- Regional Planning
- Rural Lands Strategy
- Plans of Management
- Land Information Systems
- Geographic Information Systems



A CONNECTED QUEANBEYAN-PALERANG

KEY RESULT AREA | **WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:**

'A well connected community with good infrastructure enhancing quality of life'

Key Goal 4.1 Our transport infrastructure and networks are well planned and maintained

Community strategy 4.1

The region has quality development which supports the sustainable growth

Projects, Initiatives and Achievements

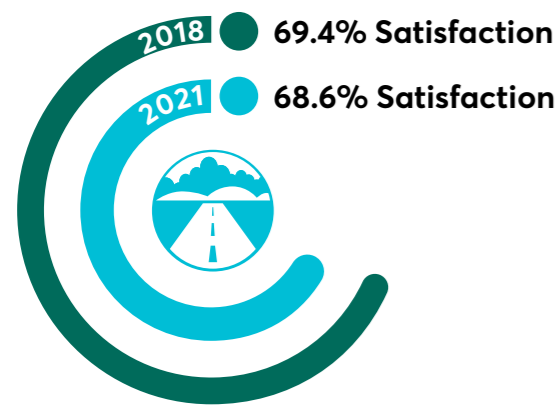
- Ongoing replacement of timber bridges
- Nerriga Rd upgrade
- Old Cooma Rd duplication
- Ellerton Drive extension
- Bungendore roundabout
- Integrated Transport Strategy
- Burra Road "s bends" upgrade
- Disaster recovery - bushfires (2019-2020), floods (2020-21)
- Winner of Excellence in Road Safety category at National Awards for Local Government

Ongoing Programs and Services

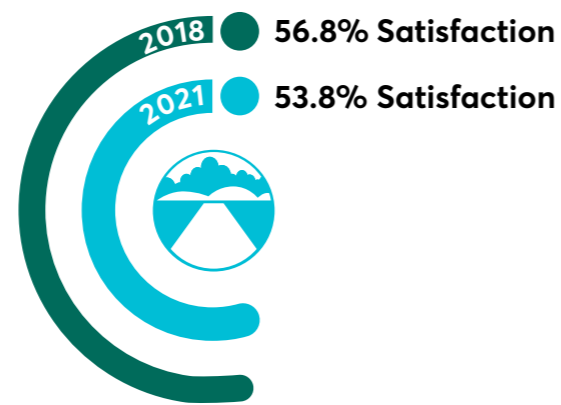
- Sealed road maintenance
- Unsealed road maintenance
- State and regional roads
- Street sweeping
- Signage and street furniture
- Bridges and culverts
- Footpaths and cycleways
- Road safety
- Local Traffic Committee
- Street lighting
- Car parks

Measures

Key Strategy 4.1.1 Our transport infrastructure and networks are well planned and maintained	Indicator Community satisfaction level with the state of the road network	Data Source Community Satisfaction Survey
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COMMUNITY SATISFACTION WITH SEALED ROADS



COMMUNITY SATISFACTION WITH UNSEALED ROADS

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

Community strategy 4.2

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

Projects, Initiatives and Achievements

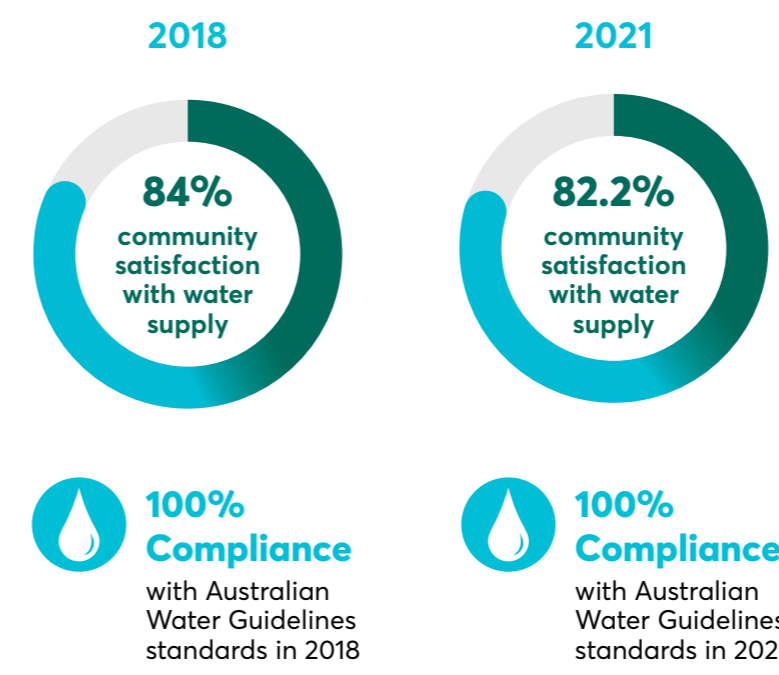
- Googong recycled water implementation
- Drought response
- Increase in allocation for Bungendore water supply
- Adoption of Palerang Communities Integrated Water Cycle Management Plan

Ongoing Programs and Services

- Water treatment and supply
- WaterWise program
- Water mains
- Pump stations
- Water meters
- Captains Flat Dam management

Measures

Key Strategy 4.1.2 We plan for and provide access to potable water supplies for communities across our region	Indicator Community satisfaction with the state of the water supply system Potable water supplies meet Australian Water Guidelines standards	Data Source Community Satisfaction Survey Council water testing program
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Googong Recycled Water launch, 1 December 2020

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

Community strategy 4.3

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

Projects, Initiatives and Achievements

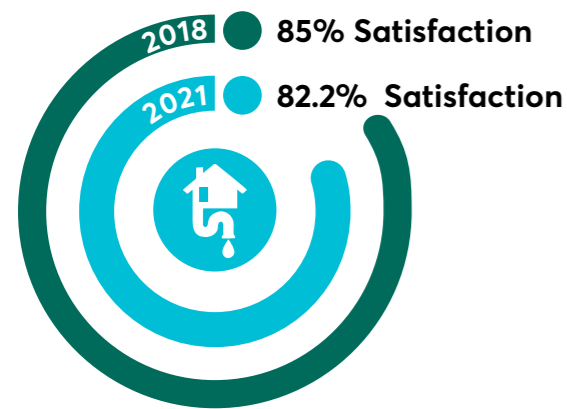
- Googong Water Recycling Plant
- Stormwater levy, Bungendore and Braidwood
- Designs for the Queanbeyan Sewage Treatment Plant upgrade
- Start of works for Bungendore recycled water system
- Water/sewer connection to South Jerrabomberra Innovation Precinct
- Queanbeyan Stormwater Improvement Program
- Bungendore Flood Risk Management Plan

Ongoing Programs and Services

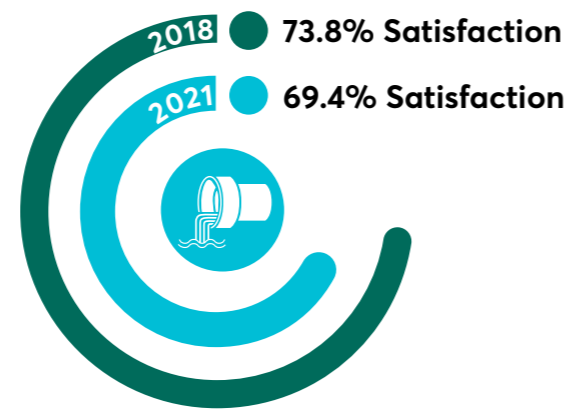
- Sewage Treatment Plan operations
- Googong Water Recycling Plant
- Sewerage treatment network
- Sewer pump stations

Measures

Key Strategy	Indicator	Data Source
4.1.3 We plan and provide for the management of sewage, stormwater and recycled water within the communities of our region	Community satisfaction with the state of the sewage and stormwater system	Community Satisfaction Survey



COMMUNITY SATISFACTION WITH THE STATE OF SEWERAGE SYSTEMS



COMMUNITY SATISFACTION WITH THE STATE OF STORMWATER SYSTEMS



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

Community strategy 4.4

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

Projects, Initiatives and Achievements

- QPRC Waste Strategy
- Braidwood Waste Transfer Station
- Rehabilitation of old landfill sites
- Harmonisation of waste charges and services underway
- Queanbeyan waste minimisation centre recycling upgrade

Ongoing Programs and Services

- Domestic waste, recycling and green waste collection
- Commercial waste collection
- Hazardous waste collection
- Waste Transfer Stations and Waste Minimisation Centre
- Kerbside collections
- Illegal dumping
- Waste planning
- Landfill rehabilitation

Measures

Key Strategy	Indicator	Data Source
4.1.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	Level of waste recycling within the region is increasing	QPRC waste collection data

2017 WASTE COLLECTION DATA

Residual
16,075 collections

Recycling
6,126 collections

Organics
4,983 collections

Total
27,184 collections

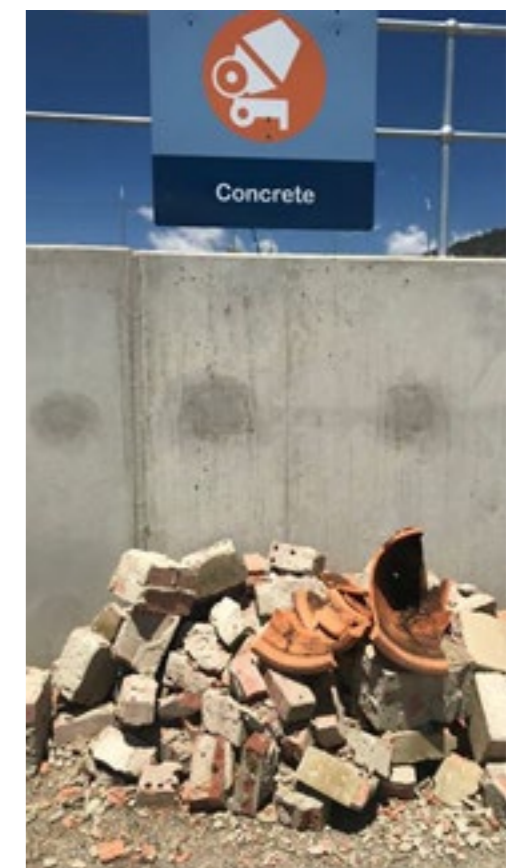
2021 WASTE COLLECTION DATA

Residual
17,346 collections

Recycling
6,612 collections

Organics
5,408 collections

Total
29,366 collections



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

Community strategy 4.5

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

Projects, Initiatives and Achievements

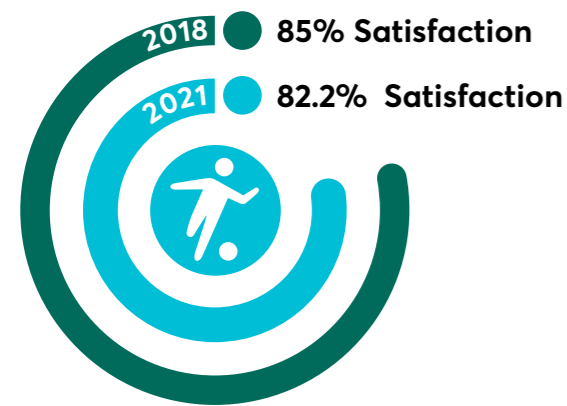
- Regional Sports Complex Jerrabomberra
- Bungendore Sports Hub
- Googong Community Centre
- Refurbishment of Bicentennial Hall
- Braidwood Pool refurbishment
- Queanbeyan Indoor Sports Centre

Ongoing Programs and Services

- Building maintenance
- Council offices and depots
- Energy efficiency
- Security

Measures

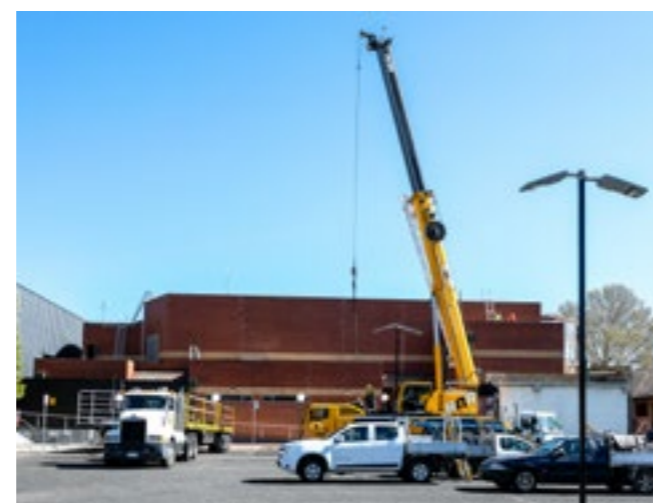
Key Strategy	Indicator	Data Source
4.1.5 We plan for and provide regional facilities which promote better social connection and access for the community	Community satisfaction with access to regional facilities Participation at regional recreational facilities is increasing (see page 40 for information)	Community Satisfaction Survey Pool/Indoor Sports Centre data



COMMUNITY SATISFACTION WITH ACCESS TO REGIONAL FACILITIES



Queanbeyan Indoor Sports Centre



Refurbishment of Bicentennial Hall, Queanbeyan

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

Community strategy 4.6

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

Projects, Initiatives and Achievements

- Asset Management Strategy and Plans
- Integrated Transport Strategy
- CBD Spatial Master Plan refresh
- Bungendore Structure Plan
- Local Strategic Planning Statement

Ongoing Programs and Services

- Project design and management
- Assets



CBD Spatial Master Plan Business Breakfast, 12 June 2019

A WELL GOVERNED QUEANBEYAN-PALERANG

KEY RESULT AREA | **WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:**
'A capable organisation that leads a community which is engaged and participative'

Key Goal 5.1 Our Council is highly professional in delivering services to the community

Community strategy 5.1

Council has a highly trained and professional workforce which achieves excellence in its activities

Projects, Initiatives and Achievements

- Community Satisfaction and Wellbeing Surveys – 2018 and 2020
 - Development of suite of online training programs
 - QPRC colloquium program
 - Study assistance scheme
 - Culture survey and improvements
 - Service delivery through merger harmonisation
 - Establishment of Tech1 Performance Planner system
 - Development of Executive dashboard for key measures
 - Human Synergistics OCI/OEI diagnostics
- Ongoing Programs and Services**
- Learning and organisational development program
 - Staff ticket training and compliance
 - Corporate induction and onboarding process
 - Performance appraisal system

Measures*

Key Strategy	Indicator	Data Source
5.1.1 Our Council is highly professional in delivering services to the community	Community satisfaction level with Council's overall service delivery is increasing	Community Satisfaction Survey

*see Page 59 for results



Key Goal 5.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community

Community strategy 5.2

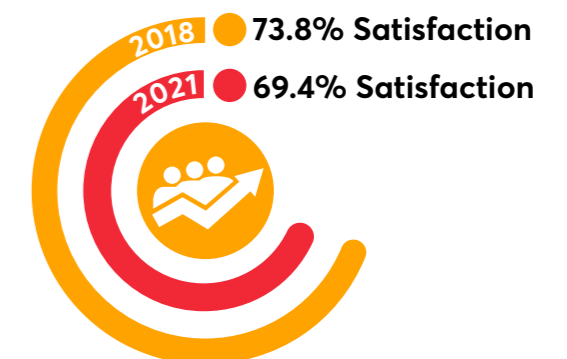
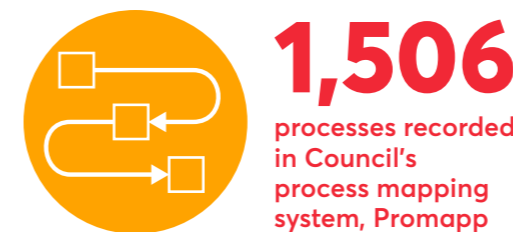
The community is serviced by an efficient, effective and innovative Council that provides value for money and develops partnerships to achieve outcomes

Projects, Initiatives and Achievements

- 2020 A R Bluett Award for most innovative Council in NSW
 - QPRC Service Review program
 - Culture
 - Development Applications
 - Library
 - The Q
 - Tourism
 - Transport
 - Recreation (Swimming Pools)
 - Participation in CRJO - Regional Waste Strategy, Regional Economic Development Strategy, CRJO Pandemic Management Policy, Regional Workforce Strategy, Regional Procurement
- Management Model, and Transport, Water, Recreation Infrastructure Prospectus.
- Regional Cities participation - population planning, regional housing, digital connectivity and freight connectivity. Preparation of position papers on regional roads, waste to energy, rate peg
- Ongoing Programs and Services**
- Regular reporting on KPIs, projects and audit recommendations via Tech1
 - Process mapping and review

Measures

Key Strategy	Indicator	Data Source
5.1.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community	Community perception level on the performance of Council is increasing	Community Satisfaction Survey



COMMUNITY SATISFACTION COUNCIL PERFORMANCE

Key Goal 5.3 Our Council has in place systems to provide quality services to its customers

Community strategy 5.3

Council has in place systems to provide for smart and authoritative self-service

Projects, Initiatives and Achievements

- Establishment of QPRC knowledge database for customer service
- Call centre focused software to manage call flow and reporting
- Service review program
- Customer mapping
- Customer Satisfaction and Wellbeing surveys 2018 and 2021
- Launch of Tech1 online self-service portal
- Engaging third-party provide to increase reliability of afterhours service
- E-planning portal

Ongoing Programs and Services

- Customer service
- Customer engagement
- E-payment portal via website

Measures

Key Strategy 5.1.3 Our Council has in place systems to provide quality services to its customers	Indicator Community satisfaction level with Council's overall service delivery is increasing	Data Source Community Satisfaction Survey
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During 2018-2021, Council received on Average:

- 82,500** Phone calls per year
- 18,000** customer requests per year
- 1,283** Snap, Send, Solve requester per year

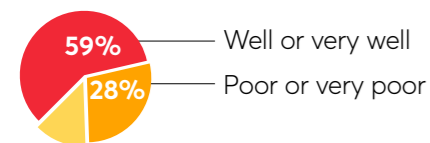
How customers made contact with Council, 2018-2020:

	2018	2021
Telephone	57%	55%
Face-to-Face	21%	16%
Email	12%	9%
Website	6%	10%

Sources of Council information used, 2018-2020:

	2018	2021
QPRC News	67%	61%
ENewsletters	21%	11%
Council Website	17%	15%
Local Newspapers	14%	9%
Social Media	11%	13%
Post	8%	23%

Customer Satisfaction with Customer Service, 2018-2020:

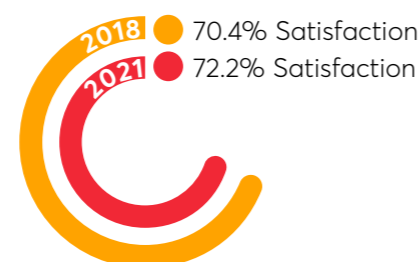


COUNCIL'S ENQUIRY HANDLING 2018



COUNCIL'S ENQUIRY HANDLING 2020

Community Satisfaction with Council's customer service delivery, 2018-2020:



Key Goal 5.4 Our Council's financial systems are reliable, efficient and effective

Community strategy 5.4

Council has in place reliable financial management systems which provide for authoritative and prompt decision making

Projects, Initiatives and Achievements

- QPRC rates harmonisation
- Annual Financial Statements
- Establishment of contractor panels
- Upkeep of QPRC Long Term Financial Plan

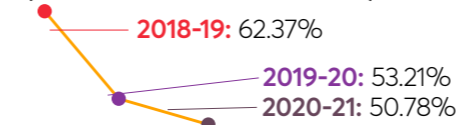
Ongoing Programs and Services

- Financial management and reporting
- Revenue Accounting
- Procurement
- Long Term Financial Planning

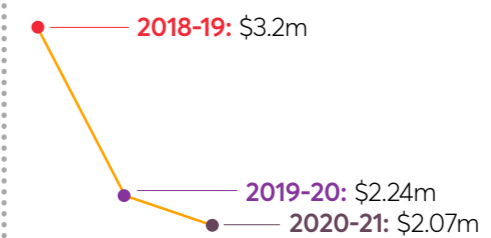
Measures

Key Strategy 5.1.4 Our Council's financial systems are reliable, efficient and effective	Indicator Overall annual financial performance meets financial goals set by Council's Long Term Financial Plan	Data Source Council's Financial Statements
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Own Source Revenue (Benchmark more than 60%)



Community Facilities Income:

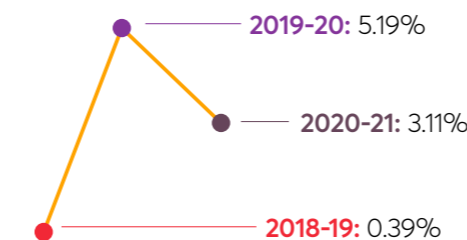


Overall annual financial performance:

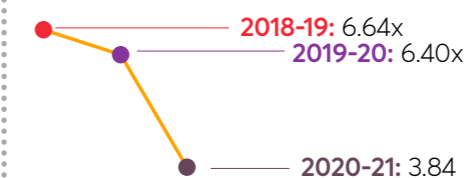


meets financial goals set by Council's Long Term Financial Plan

Operating Performance (Benchmark 0.00%)

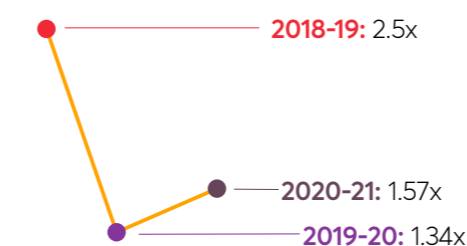


Debt Service Ratio (Benchmark >2.00x)

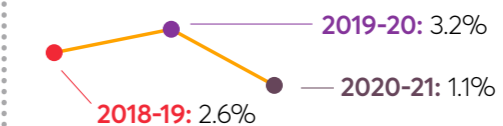


meets financial goals set by Council's Long Term Financial Plan

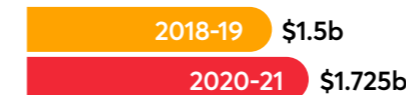
Unrestricted Current Ratio (Benchmark more than 1.5x)



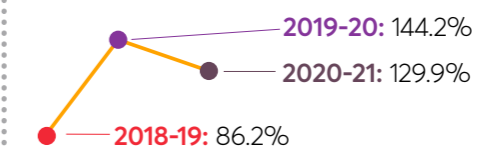
Infrastructure Backlog Ratio (Benchmark <2.0%)



Asset Base:



Infrastructure Renewal Ratio (Benchmark >100%)



Key Goal 5.5 Our Council has in place appropriate risk management frameworks

Community strategy 5.5

Council operates within a risk minimisation framework to provide for organisational efficiencies

Projects, Initiatives and Achievements

- Establishment of Audit Risk and Improvement Committee
- Ongoing review of risk registers
- Inclusion of Risk Management Strategy in Resourcing Strategy
- Business continuity plan tests
- Business continuity during COVID-19 pandemic
- ICT Disaster Recovery Plan
- Risk appetite review

Ongoing Programs and Services

- Risk Management
- Risk Register
- Business continuity planning
- Ongoing audit review program
- Audit, Risk and Improvement Committee
- Bushfire/COVID response, recovery and resilience
- Strategic risk review

Measures

Key Strategy	Indicator	Data Source
5.1.5 Our Council has in place appropriate risk management frameworks	Implementation of Council's Risk Management Framework	Internal Audit Annual Report



2018
Council has in place all appropriate risk management frameworks



2021
Council has in place all appropriate risk management frameworks



Key Goal 5.6 Our Council's property portfolio is managed efficiently and effectively to maximise returns to the community

Community strategy 5.6

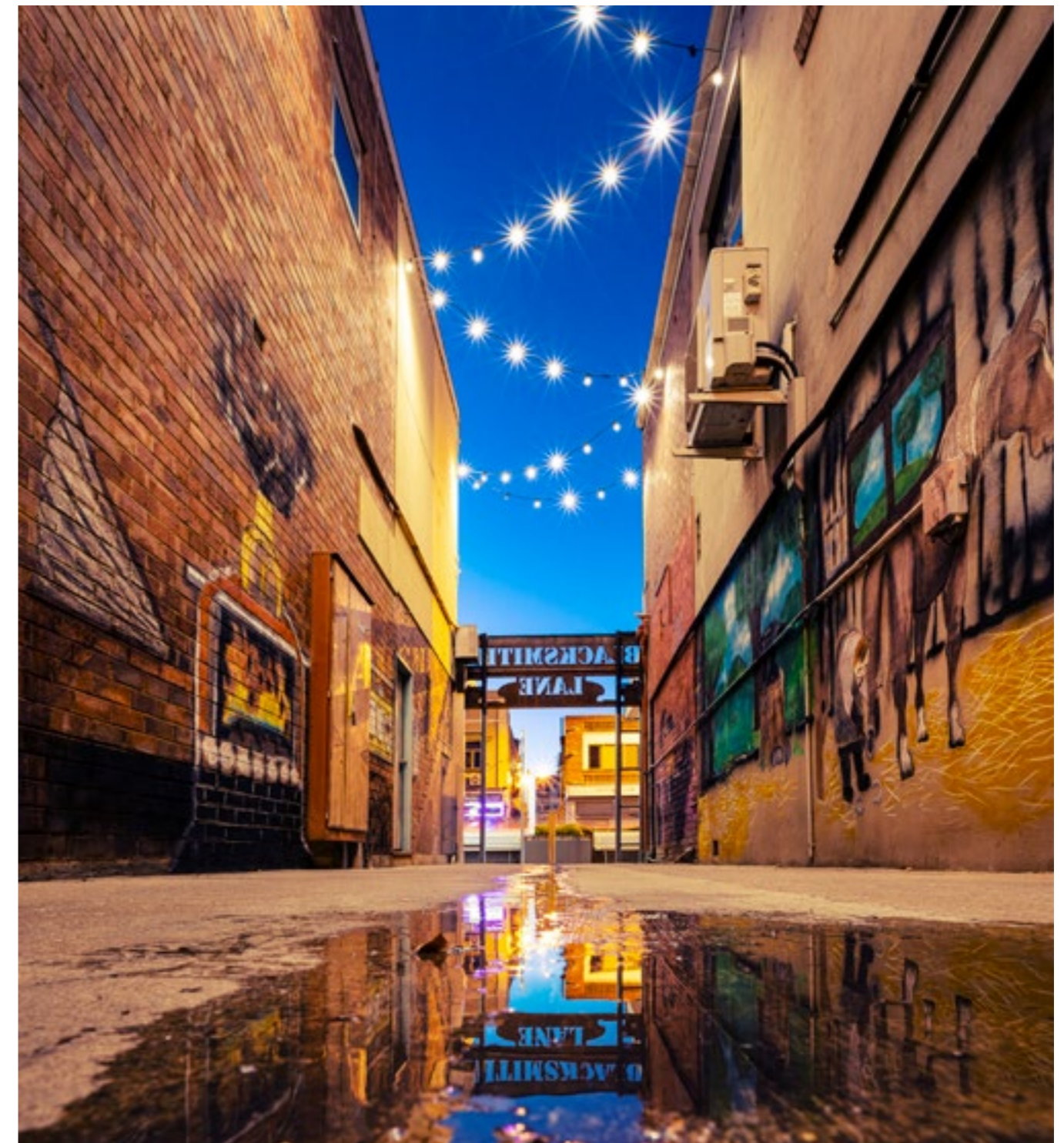
Council strategically manages its property portfolio

Projects, Initiatives and Achievements

- Property addendum in Operational Plan
- Progressing plans to dispose of surplus properties in Queanbeyan CBD
- Leases and licences captured in Tech1 system

Ongoing Programs and Services

- Property management
- Queanbeyan CBD property management
- Leases and licences register
- Infrastructure and acquisitions



Key Goal 5.7 We have a well informed and engaged community

Community strategy 5.7

Council communicates and engages effectively and efficiently with its stakeholders

Projects, Initiatives and Achievements

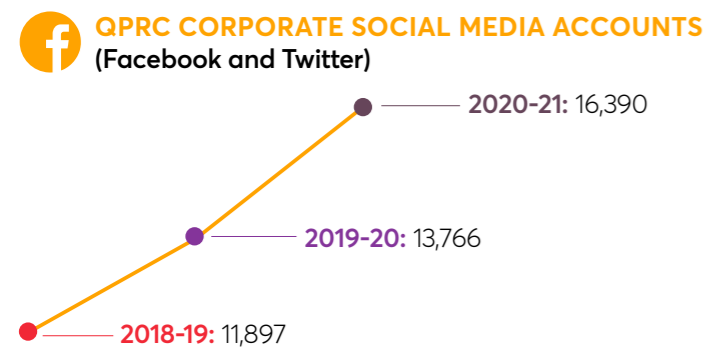
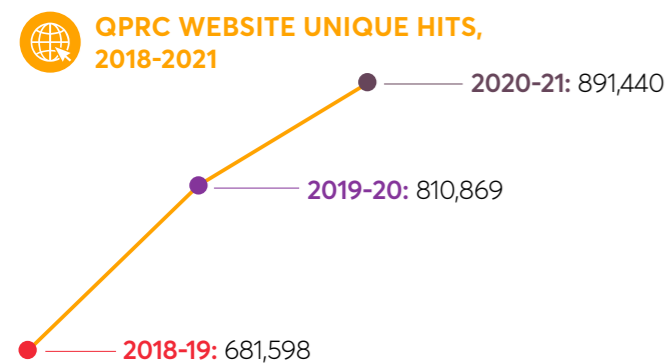
- Live streaming of Council meetings, including during COVID-19 pandemic
- QPRC Style Guide and brand management guidelines

Ongoing Programs and Services

- Communications methods, including
 - QPRC News – 32,000 editions delivered six times per year
 - Weekly e-newsletter
 - Fortnightly advertising in newspapers
- QPRC website
- Media liaison
- Social media content and monitoring
- Internal communications

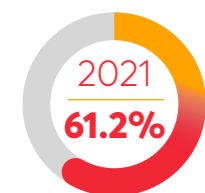
Measures

<p>Key Strategy 5.1.7 We have a well informed and engaged community</p>	<p>Indicator Community feels well informed and approves of Council's community engagement processes.</p>	<p>Data Source Community Satisfaction Survey</p>
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National Road Safety Week 2021 - Riverside Plaza

COMMUNITY SATISFACTION WITH COUNCIL'S COMMUNITY ENGAGEMENT PROCESSES



Key Goal 5.8 Our Council's activities work to achieve the Community's Vision and aspirations

Community strategy 5.8

Council actively works with the community to help it achieve its long term aspirations as set out in the Community Strategic Plan

Projects, Initiatives and Achievements

- Customer Satisfaction and Wellbeing Surveys
- QPRC Delivery Program
- QPRC Operational Plan
- Community engagement for 2022-2042 Community Strategic Plan

Ongoing Programs and Services

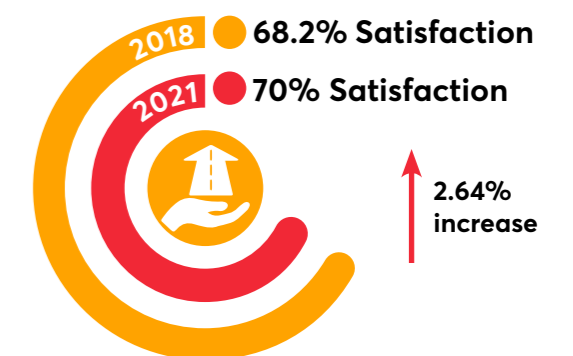
- Advocacy to NSW and ACT Government departments
- Canberra Region Joint Organisation
- Councillor support and training

Measures

<p>Key Strategy 5.1.8 Our Council's activities work to achieve the Community's Vision and aspirations</p>	<p>Indicator Community assessment of movement towards or away from Community Vision and aspirations</p>	<p>Data Source Happiness Measurement for End of Term Report</p>
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Towards 2042 pop-up engagement stall in Ryrie Park, Braidwood



COMMUNITY SATISFACTION with Council's movement towards Community Vision and aspirations



Colouring sheet submitted by 10 year old student from Jerrabomberra - Towards 2042 Community Strategic Plan

Addendum - Property Transactions

During the Council term, a number of key property transactions were made by Council. As per Council's Property Policy (adopted August 2020), Council includes a list of proposed property transactions in

its Operational Plan and reports back to Council and the community on actions relating to property transactions in the Annual Report.

Property	Type (sale/purchase, lease etc)	Status	Previous property use	Proposed property use	\$ Funding impact, price
10 Aurora Place, Queanbeyan East	Sale	Settled 27 Nov 2020	Vacant land	Industrial purposes	\$405,000
12 Malbon St, Bungendore	Sale	Settled 31 Oct 2019	Residential	Residential / business	\$600,000
16 Agnes Ave, Crestwood	Lease - 30 year term commencing 1 July 2020	Lease has been signed. Legal team following up registration.	Vacant land/park	Respite facility	Based on Crown Lands minimum annual rent. Currently \$516 p/a. Lessee pays rates and other outgoings.
2 Majara St, Bungendore	Compulsory acquisition	In progress	Community Centre	Proposed Bungendore High School	Compensation not yet finalised
4-6 Majara St, Bungendore	Compulsory acquisition	In progress	Land	Proposed Bungendore High School	Compensation not yet finalised
10 Majara St, Bungendore	Compulsory acquisition	In progress	Council offices and chamber	Proposed Bungendore High School	Compensation not yet finalised
Majara St Road Reserve, Bungendore	Compulsory acquisition	In progress	Road	Proposed Bungendore High School	Compensation not yet finalised
Part of Majara St road reserve, between Turallo Terrace and Gibraltar St	Lease	In progress	Vacant land	Abbeyfield Seniors Development	Not yet finalised
181-183 Cooma St, Queanbeyan	Sale	Settled 12 May 2021	Community Centre/Family Day Care	Childcare centre	\$1,150,000
Riverside Caravan Park, Queanbeyan	Lease - 5 year term commencing 1/9/2020 with a 5 year option to renew	In progress. Lease has been signed. Registration will occur once Minister's has been received.	Caravan Park	Tourist park	Annual rent = \$31,000. Rent reviews annually to CPI.

5 Firethorn Place, Jerrabomberra	Licence Agreement - 30 year term commencing 1 Jan 2019	In progress. Legal team following up signing of Licence Agreement.	Scout Facility	Scout Hall	Peppercorn arrangement. Licensee pays rates and other outgoings.
Part 257 Crawford St/6 Rutledge St/10-12 Rutledge St, Queanbeyan	Sale	In progress	Council offices	Mixed use development	Offered for sale through expression of interest/offers
Bungendore Rd, Bungendore	Purchase	In progress. Property acquired under Just Terms.	Farmland	Bungendore Sports Hub	\$774,000 valuation to property owner on 6 Jan 2021. Legal proceedings in progress by previous owner for compensation for a higher land value.
19-21 Gibraltar St, Bungendore	Purchase	Settled 5 August 2021	Vacant land	New Bungendore office site	\$1,300,000
1a Yass Rd, Queanbeyan East	Lease	This is a community Council Lease with PCYC with a 20 year term and currently in final stages awaiting execution shortly.	Indoor Sports Centre	PCYC	\$1.00 per annum plus GST and lease on a 20 year term.
41 Ryrie St, Braidwood	Purchase	Settled 20 May 2019	Residential property	Access to Braidwood car park	\$410,000
88 Wallace St, Braidwood - former D&S Motors site	Purchase	Settled 1 Apr 2019	Commercial property	Access to Braidwood car park	\$440,000

