



Queanbeyan-Palerang Regional Council

# End of Term Report

## 2017-2021

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# 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.

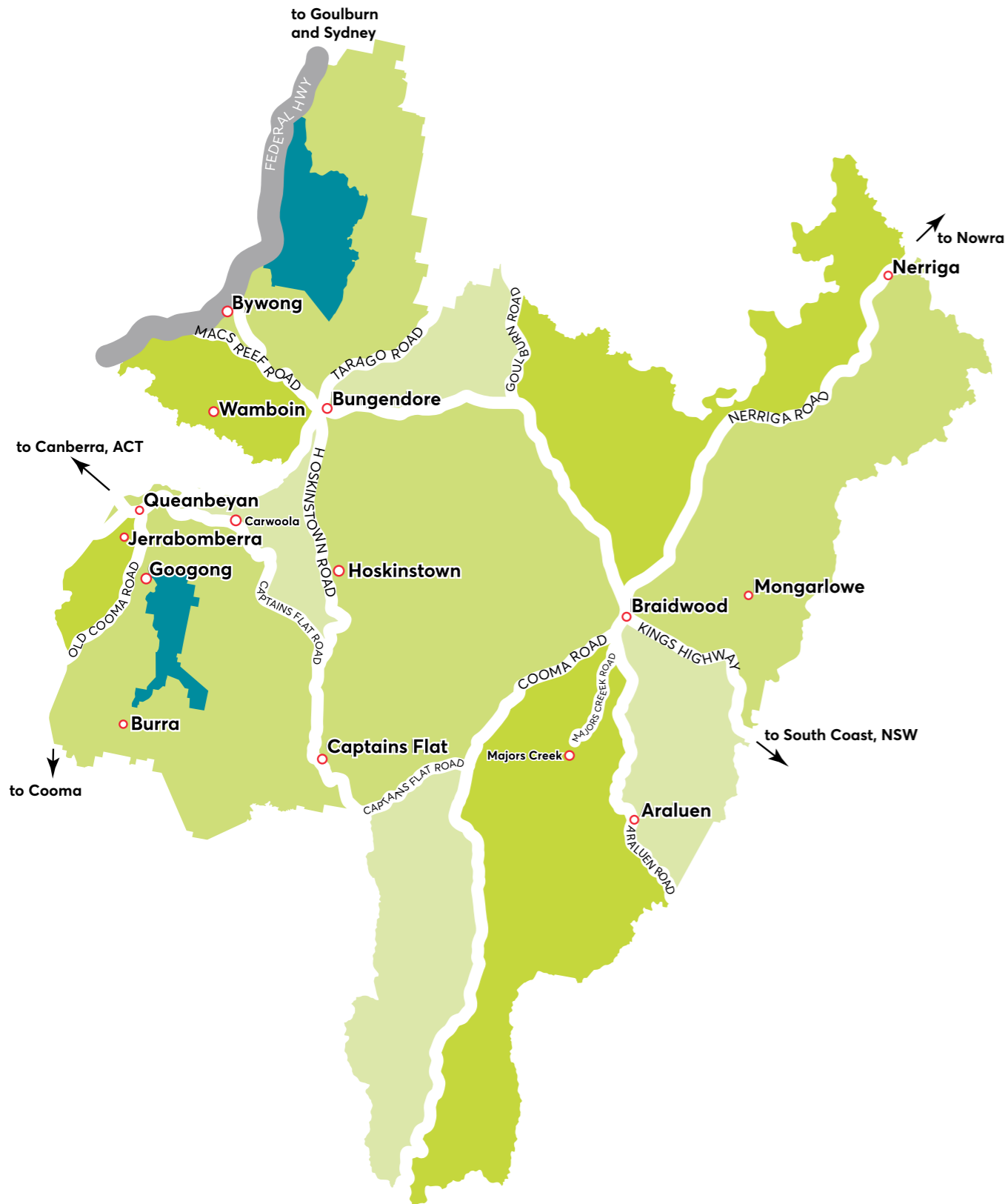
QPRC had to be agile and flexible in its approach over the past four years, all while keeping our eye on the ball and delivering our services and maintaining our assets to the best of our ability. At times, this has been challenging. For a period in 2019, Braidwood was on our highest level of water restrictions, 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.

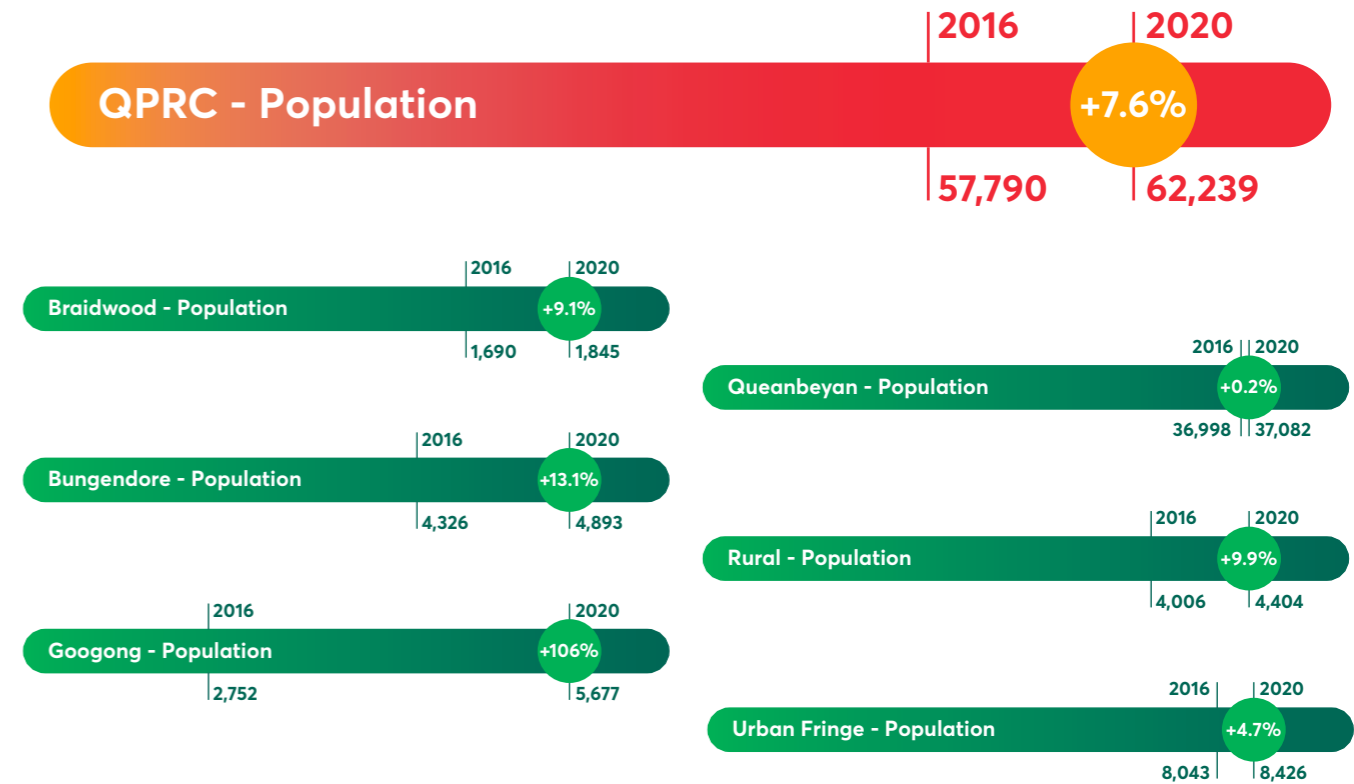


# 2 Our LGA



## 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

**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

**FEBRUARY 2019**  
Floodlights installed at Braidwood Recreation Ground  
Captains Flat amenities block mural finalised

**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

**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

**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

**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

**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

**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

**JANUARY 2021**

Development application for Bungendore Sports Hub approved

**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**

Extends the waiving of sports field hire and floodlight fees due to COVID-19

**FEBRUARY 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

**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

**OCTOBER 2020**

Voluntary Planning Agreement - Ellendon Estate stormwater

**FEBRUARY 2021**

Queanbeyan Sewage Treatment Plant Environmental Impact Statement

**FEBRUARY 2021**

Frogs Hollow Village Green concept plans

**FEBRUARY 2021**

Proposed road closure, Majara St Bungendore

**APRIL 2021**

New playground Mick Sherd Oval, Bungendore

**APRIL 2021**

Mount Jerrabomberra Reserve Plan of Management

**MARCH 2021**

Asset Management Strategy

**MAY 2021**

Review of Bungendore Floodplain Risk Management Study and Plan

**MAY 2021**

Urban Forest and Cooling Strategy

**MAY 2021**

New tariff structure - Palerang water and sewer schemes

**MAY 2021**

QPRC Waste Strategy

**MAY 2021**

Draft Community Resilience Plan

**MAY 2021**

Botanic Gardens concept master plan

**JUNE 2021**

Bungendore Contributions Plan

**JUNE 2021**

Towards 2042 Community Strategic Plan

**AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS**

**JULY 2020**

Ellerton Drive extension opened

Retirement of Cr Peter Bray

**AUGUST 2020**

Development application lodged for Bungendore Sports Hub

NSW Government announces site of proposed Bungendore High School, incorporating small section of Mick Sherd Oval and Council offices

Former councillor, Peter Bray passes away

**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

Replacement of streetlights with energy efficient LED lights commences

Winner of Invasive Species Management Award at Local Government NSW Excellence in the Environment awards for Beefing up Braidwood project

**DECEMBER 2020**

Recycled water supply turned on for Googong Township

Development application for Queanbeyan Civic and Cultural Precinct approved

Queanbeyan Park and Queen Elizabeth II Park reaccredited with the prestigious Green Flag award

**FEBRUARY 2021**

ABC radio signal boosted in Braidwood, Captains Flat and surrounds

Captains Flat community advised of increased lead detection around village

**APRIL 2021**

Funding announced for Bungendore playground upgrade

Opening of refurbished Rusten House

South Jerrabomberra Innovation Precinct announced as Regional Job Precinct



**DECISIONS**

**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

2021-22

**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

**EXHIBITIONS & ENGAGEMENTS**

**AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS**

JULY 2021	AUGUST 2021	SEPTEMBER 2021	OCTOBER 2021
Local Government election postponed until December 2021	Council services and facilities closed due to COVID-19 restrictions	Planning Proposal for new Memorial Park approved by NSW Government	Winner Economic Development Australia's national award for Marketing and Promotion for the Treasure Trail Campaign for Economic Recovery
First sod turned on new \$74m Queanbeyan Civic and Cultural Precinct			

**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

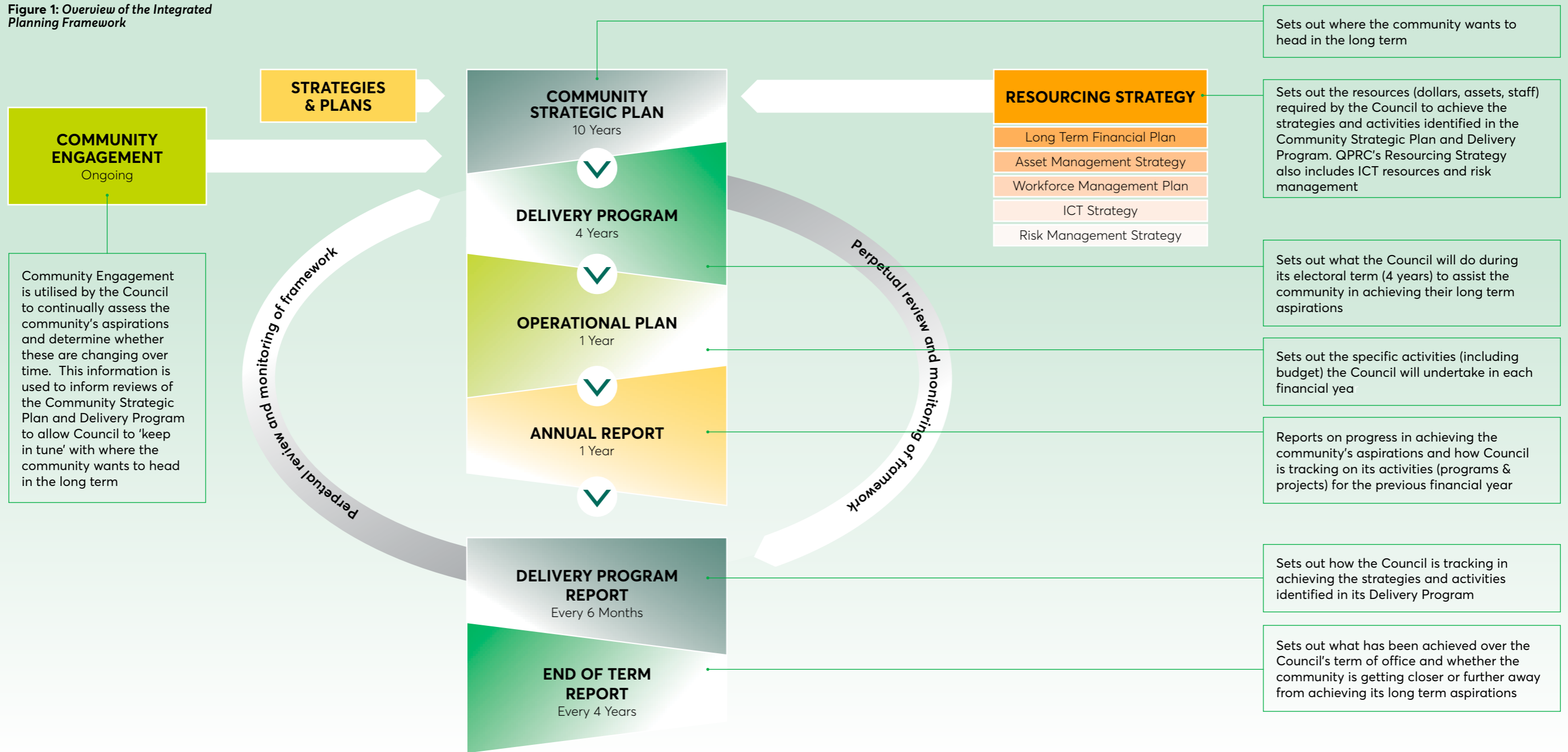
The Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable and responsive local government sector. All NSW councils were required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the 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.

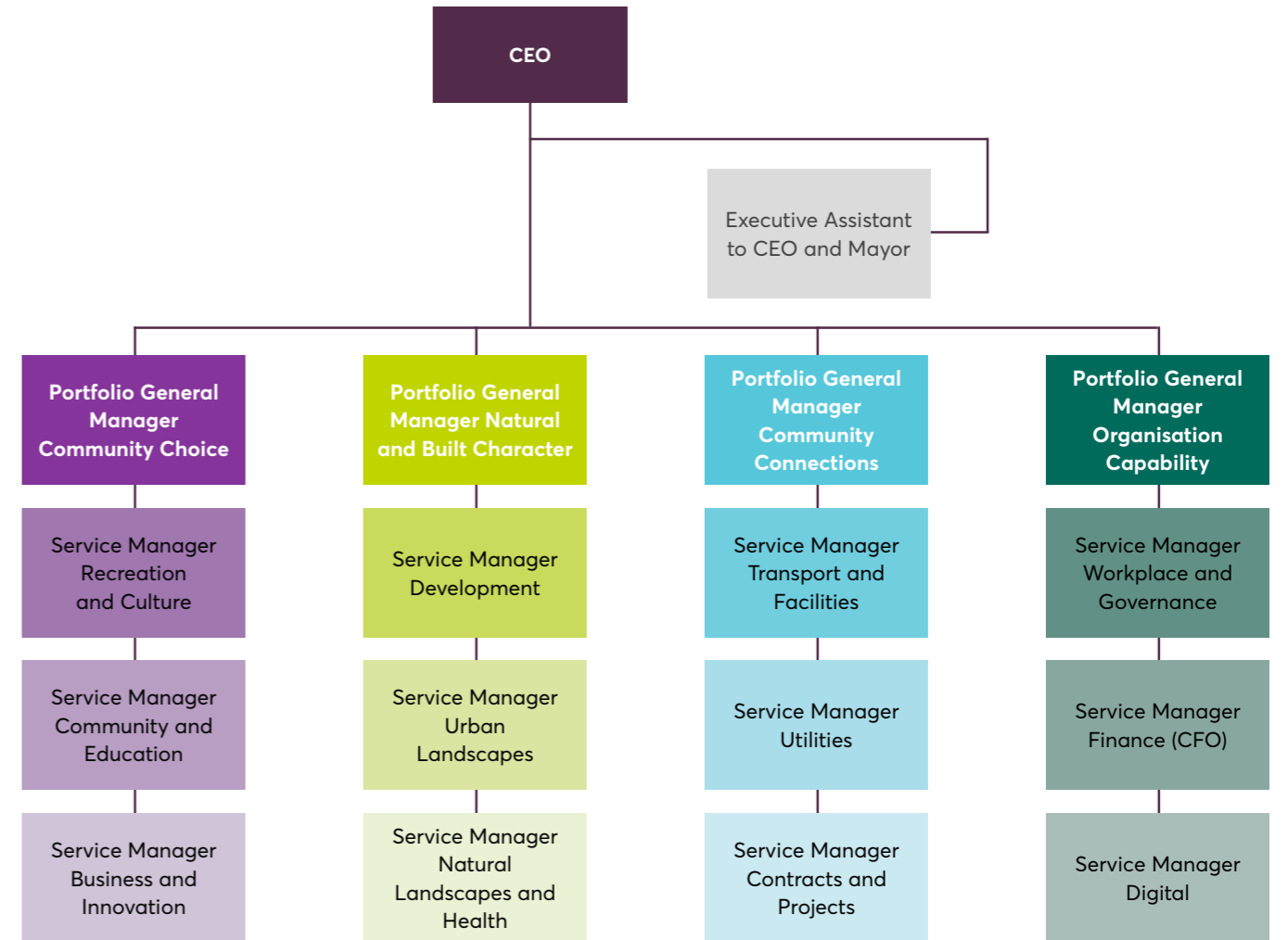


	2017-18	2018-19	2019-20	2020-21
Captains Flat	2	2.8	3.8	1
Nerriga	0.55	0.55	0.8	0.8
Braidwood	47.86	39.43	49.03	51.48
Bungendore	83.94	98.94	94.1	87.78
Queanbeyan	300.28	313.92	317.2	321.9
<b>TOTAL</b>	<b>434.63</b>	<b>455.64</b>	<b>464.93</b>	<b>462.96</b>

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%
<b>Total assets</b>	<b>1,543,437</b>	<b>2,050,037</b>	<b>61%</b>	<b>52%</b>	<b>20%</b>	<b>25%</b>	<b>15%</b>	<b>19%</b>	<b>3%</b>	<b>4%</b>	<b>1%</b>	<b>1%</b>

**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, development application and inspection 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 %
<b>The Q</b>	1,681	1,453	881	821	-51.15%
<b>Saleyards</b>	255	165	68	86	-66.08%
<b>Swim school</b>	677	792	600	572	-15.53
<b>Aquatic entry fees</b>	421	460	408	322	-23.63
<b>Community events</b>	47	35	36	16	-63.97
<b>Parks and sportsgrounds</b>	63	76	0	6	-89.66
<b>Community halls and facilities</b>	230	218	249	251	9.04
<b>Total</b>	3,377	3,201	2,244	2,077	
<b>Actual change from previous year \$</b>	408	176	956	167	
<b>Actual change %</b>	13.77%	-5.22%	-29.89%	-7.44%	-38.49
<b>Normal income increase – 2.5%</b>		3,462	3,548	3,637	7.69
<b>Lost annual income</b>				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

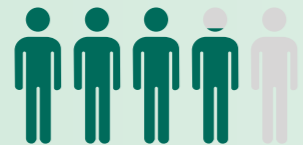
WHERE WE'RE DOING WELL



**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."

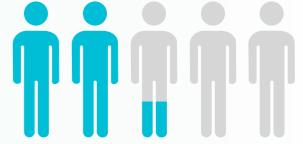


**3.1 out of 5 people agree or strongly agree:** "We respect the indigenous relationship with the land."

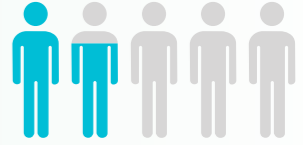


**3.7 out of 5 people agree or strongly agree:** "We take pride in our public places."

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?

	Yes	Partly	No	Unsure
Capability	16.6%	42.9%	26.7%	13.9%
Connection	15.7%	42.0%	32.7%	9.7%
Character	20.5%	45.6%	25.2%	8.7%
Choice	14.1%	44.3%	28.9%	12.8%
Community	20.9%	45.4%	24.8%	8.9%

**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**

<b>Key Strategy</b> 1.1.1 We build on and strengthen our community cultural life and heritage	<b>Indicator</b> Perception of community cohesion is increasing  Level of community happiness is increasing	<b>Data Source</b> Community Satisfaction Survey
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**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**

<b>Key Strategy</b> 1.1.2 We are an inclusive region with access to opportunities and community support services by those who need them most	<b>Indicator</b> Increased level of satisfaction with the provision of community services	<b>Data Source</b> Community Satisfaction Survey
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**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

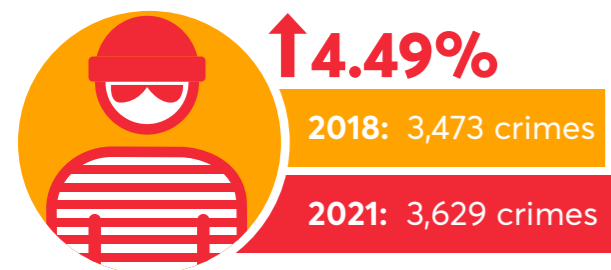
**Ongoing Programs and Services**

- 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

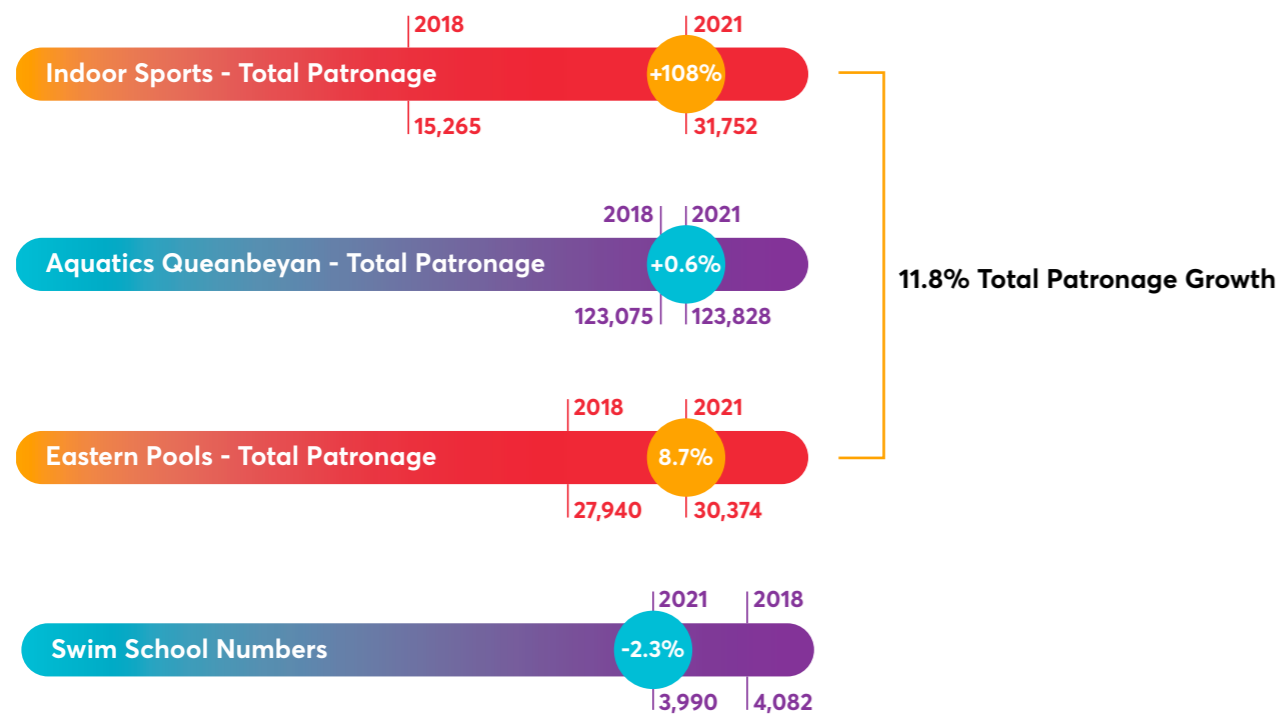
**Ongoing Programs and Services**

- 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
1.1.5 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

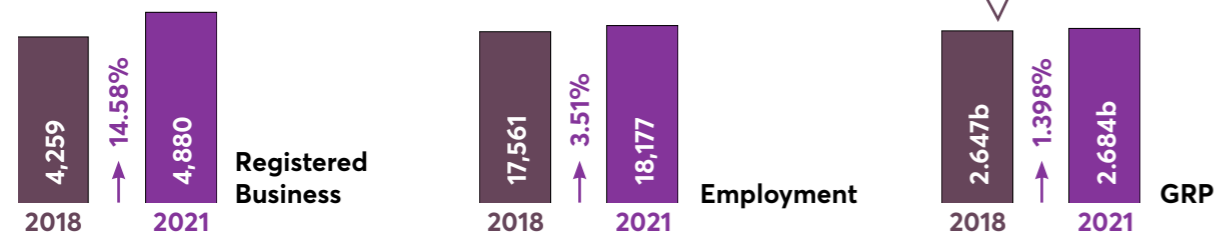
- Business liaison and marketing
- Economic development activities
- Queanbeyan, Braidwood and Bungendore connect meetings
- Participation in Canberra Regional Joint Organisation network meetings
- Smart cities initiatives
- Place activation
- CBD and town centre Christmas promotions



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

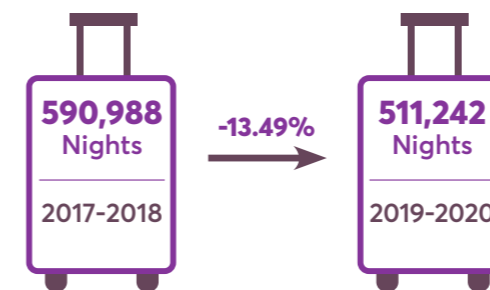
#### Ongoing Programs and Services

- Visit services
- Tourism planning
- Tourism marketing
- Regional coordination

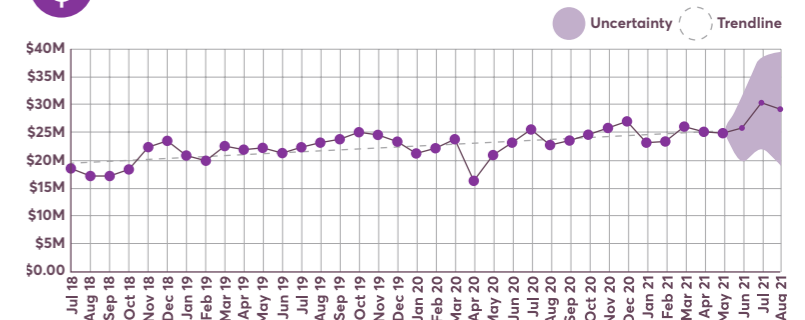
#### Measures

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



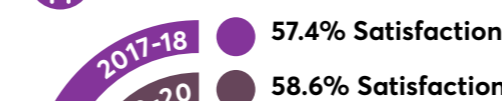
#### ANNUAL VISITOR SPEND



(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**

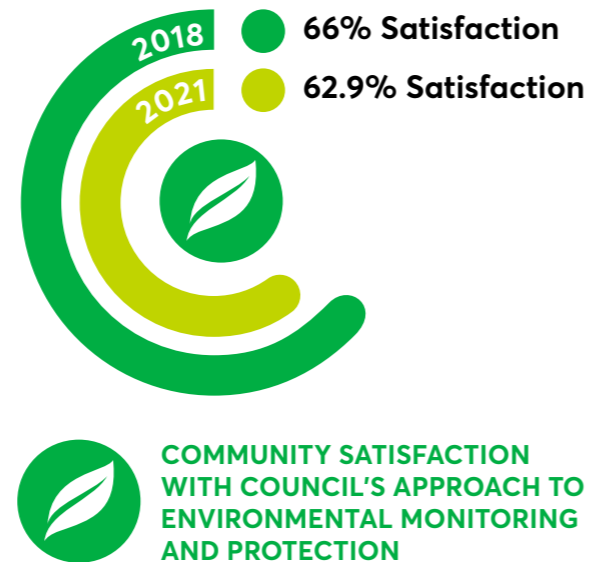
- Local Strategic Planning Statement and implementation of actions
- Comprehensive LEP – Queanbeyan-Palerang Regional Council
- Numerous Planning Proposals
- Review of Plans of Management
- Commence review of Braidwood Heritage Development Control Plan
- Launch of NSW Planning Portal for development 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**

<b>Key Strategy</b> 3.1.1 We consider the environmental impacts of future development	<b>Indicator</b> Level of community satisfaction on the state of the Queanbeyan-Palerang environment	<b>Data Source</b> 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**

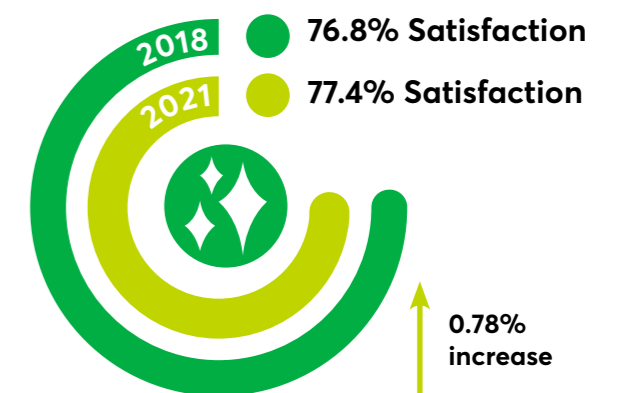
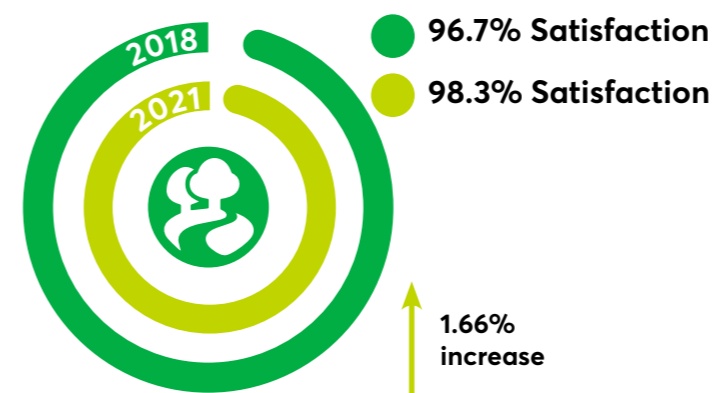
- Green Flag Award
- Ongoing upgrade of Queanbeyan parks and playgrounds from CityCARE Special Rate Variation program
- Upgrade of Ryrie Park in Braidwood
- Design and funding for Bungendore playground initiated
- Start of Queanbeyan Botanical Gardens project
- Addition of special team for Googong urban 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**

<b>Key Strategy</b> 3.1.2 Our region's urban landscapes are well managed and maintained promoting community pride	<b>Indicator</b> Level of community satisfaction with presentation of urban landscapes	<b>Data Source</b> 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**

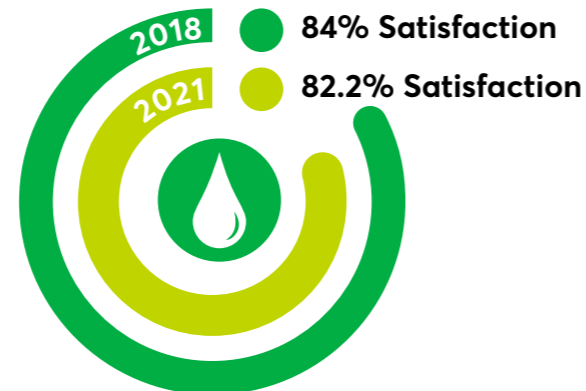
Key Strategy	Indicator	Data Source
3.1.3 Our natural landscapes and water resources are sustainably managed	Water quality in our waterways is improving  Level of water consumption in urban areas is decreasing	Water quality sampling program  Water consumption reports

**WATER SAMPLING OF RECREATIONAL WATER AREAS**

2018-19 | 100 Samples

2019-20 | 96 Samples

2020-21 | 114 Samples



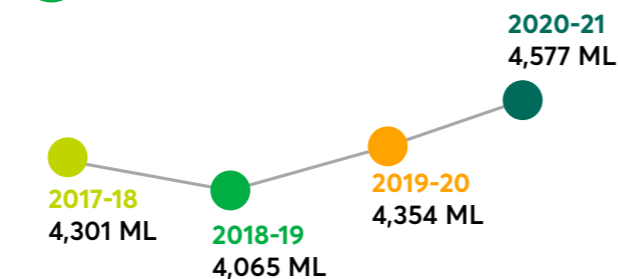
**COMMUNITY WATER SUPPLY SATISFACTION**

**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

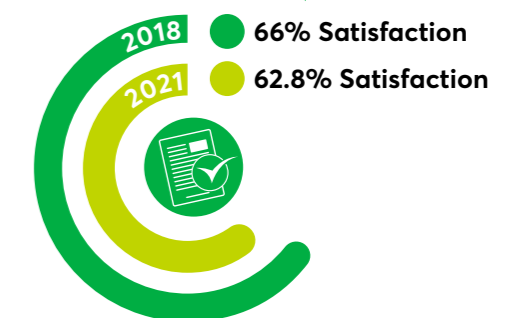
**Measures**

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**

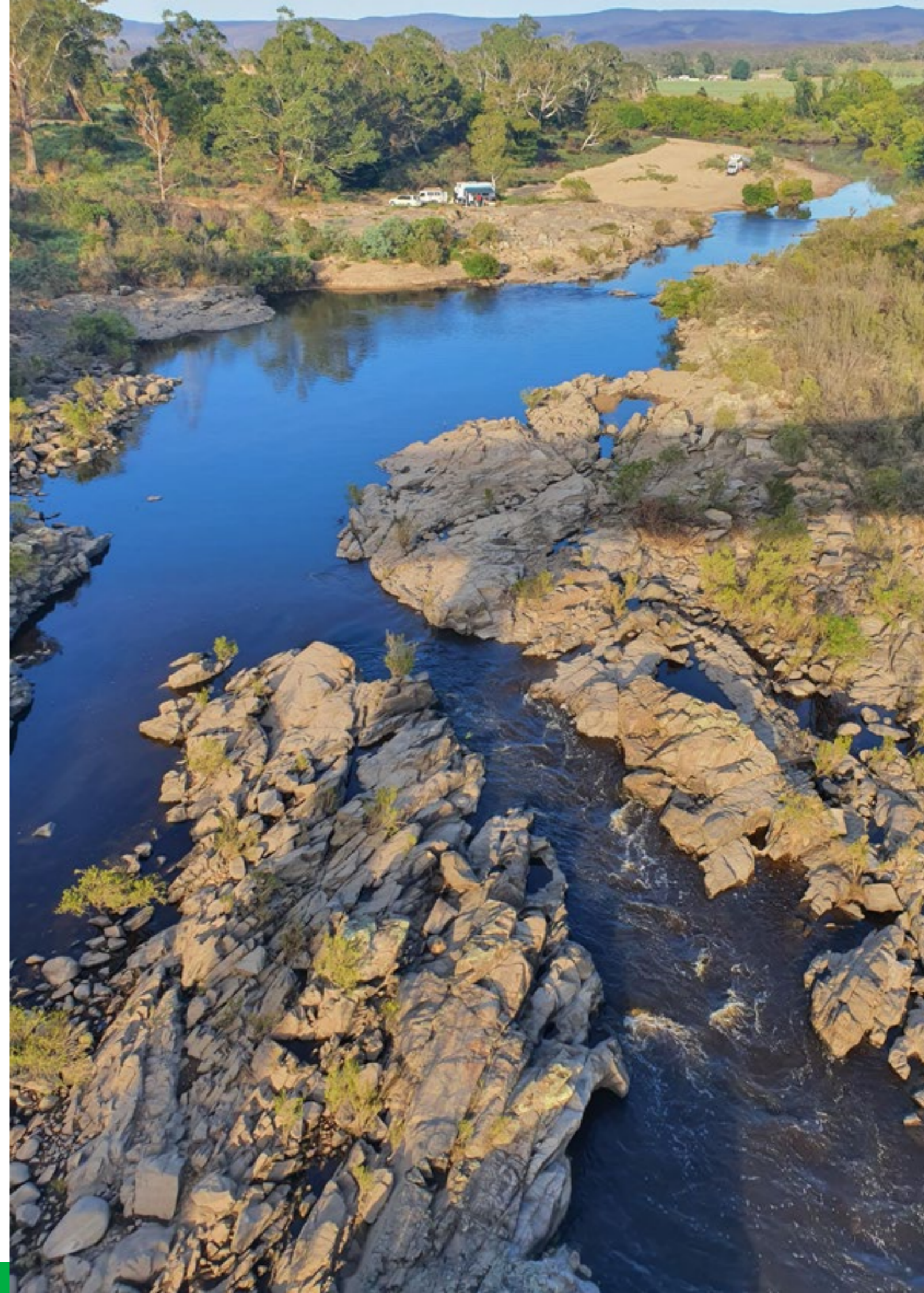
The planning for the future of the region provides for and enhances the sustainable management of our natural and built landscapes

**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

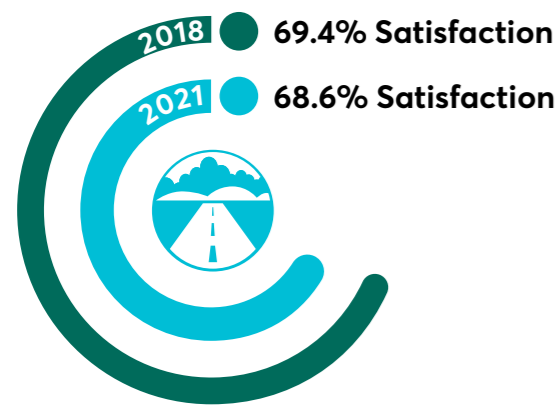
- Ongoing replacement of timber bridges
- Nerriga Rd upgrade
- Old Cooma Rd duplication
- Ellerton Drive extension
- Bungendore roundabout
- Integrated Transport Strategy
- Burra Road "s bends" upgrade
- Disaster recovery - bushfires (2019-2020), floods (2020-21)
- Winner of Excellence in Road Safety category at National Awards for Local Government

##### Ongoing Programs and Services

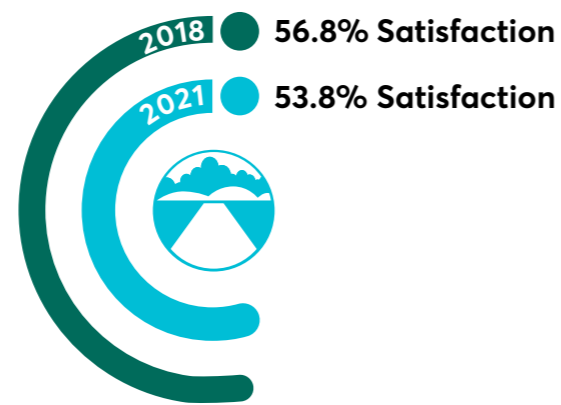
- Sealed road maintenance
- Unsealed road maintenance
- State and regional roads
- Street sweeping
- Signage and street furniture
- Bridges and culverts
- Footpaths and cycleways
- Road safety
- Local Traffic Committee
- Street lighting
- Car parks

##### Measures

<b>Key Strategy</b> 4.1.1 Our transport infrastructure and networks are well planned and maintained	<b>Indicator</b> Community satisfaction level with the state of the road network	<b>Data Source</b> 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

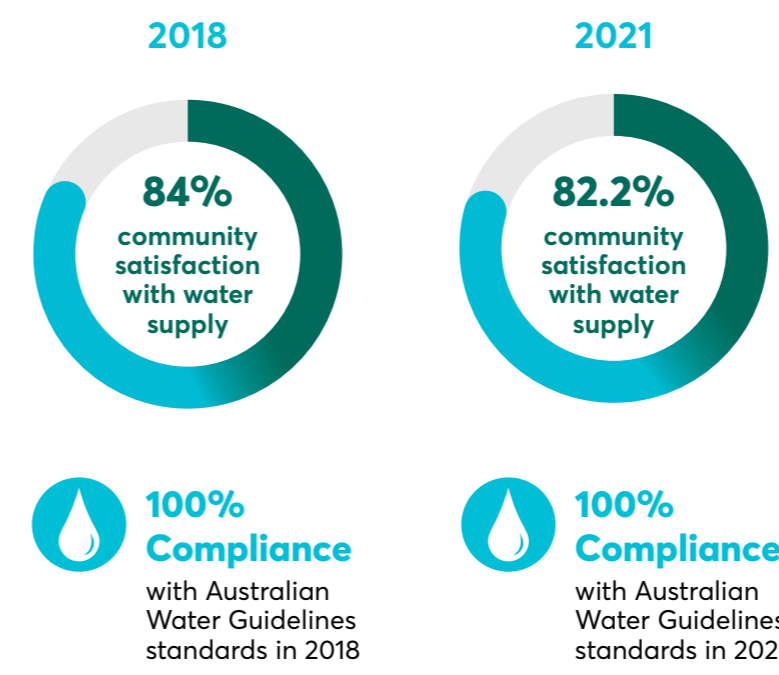
- Googong recycled water implementation
- Drought response
- Increase in allocation for Bungendore water supply
- Adoption of Palerang Communities Integrated Water Cycle Management Plan

##### Ongoing Programs and Services

- Water treatment and supply
- WaterWise program
- Water mains
- Pump stations
- Water meters
- Captains Flat Dam management

##### Measures

<b>Key Strategy</b> 4.1.2 We plan for and provide access to potable water supplies for communities across our region	<b>Indicator</b> Community satisfaction with the state of the water supply system  Potable water supplies meet Australian Water Guidelines standards	<b>Data Source</b> 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**

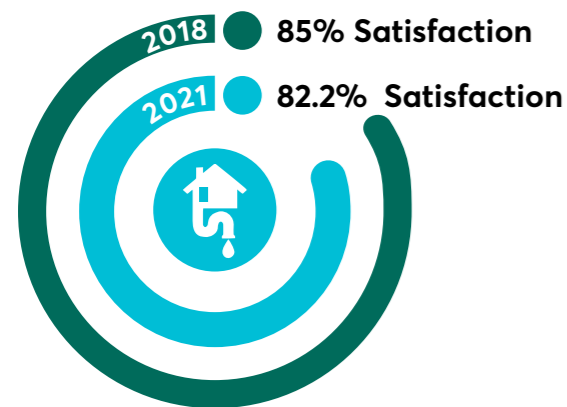
- Googong Water Recycling Plant
- Stormwater levy, Bungendore and Braidwood
- Designs for the Queanbeyan Sewage Treatment Plant upgrade
- Start of works for Bungendore recycled water system
- Water/sewer connection to South Jerrabomberra Innovation Precinct
- Queanbeyan Stormwater Improvement Program
- Bungendore Flood Risk Management Plan

**Ongoing Programs and Services**

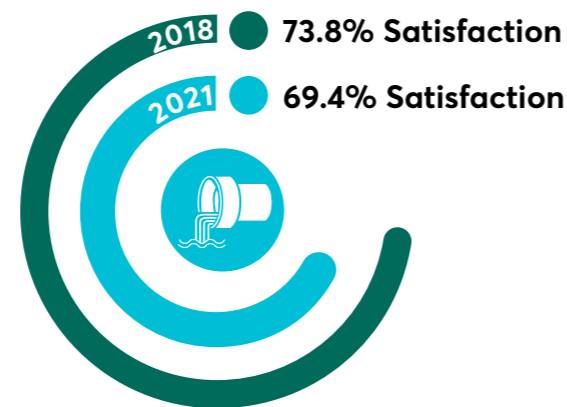
- Sewage Treatment Plan operations
- Googong Water Recycling Plant
- Sewerage treatment network
- Sewer pump stations

**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

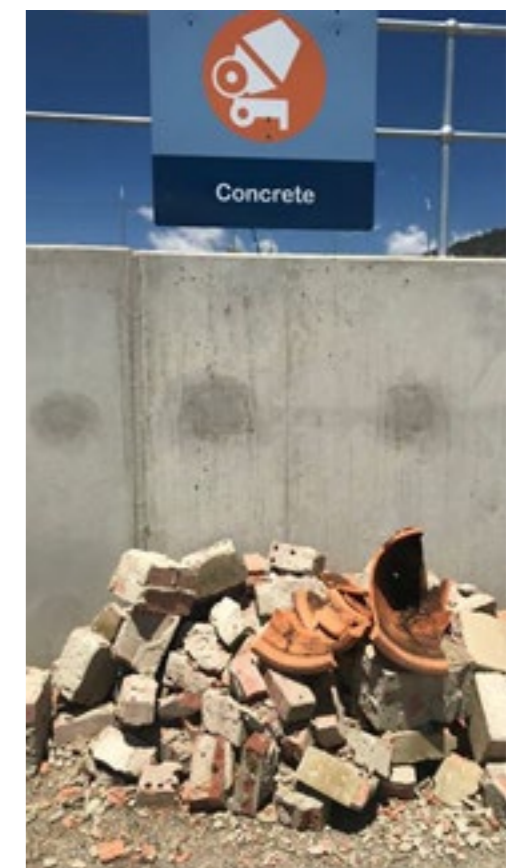
2021 WASTE COLLECTION DATA

**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**

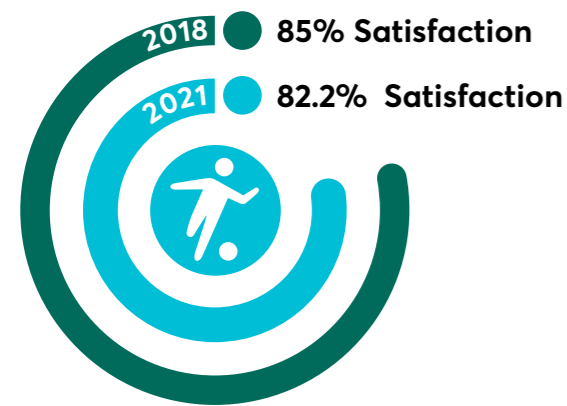
- Regional Sports Complex Jerrabomberra
- Bungendore Sports Hub
- Googong Community Centre
- Refurbishment of Bicentennial Hall
- Braidwood Pool refurbishment
- Queanbeyan Indoor Sports Centre

**Ongoing Programs and Services**

- Building maintenance
- Council offices and depots
- Energy efficiency
- Security

**Measures**

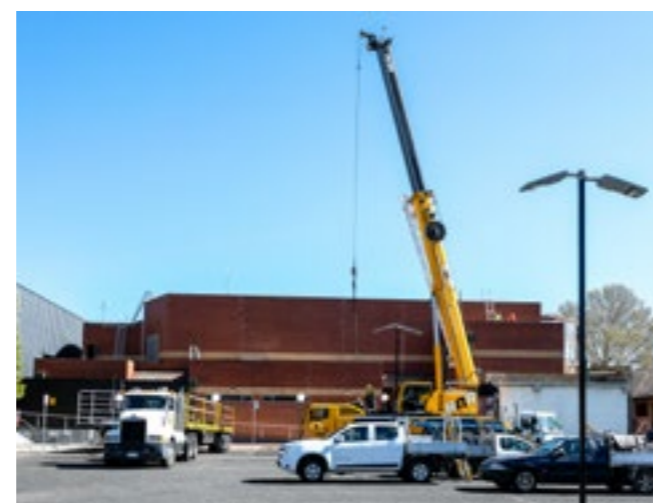
Key Strategy	Indicator	Data Source
4.1.5 We plan for and provide regional facilities which promote better social connection and access for the community	Community satisfaction with access to regional facilities  Participation at regional recreational facilities is increasing (see page 40 for information)	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**

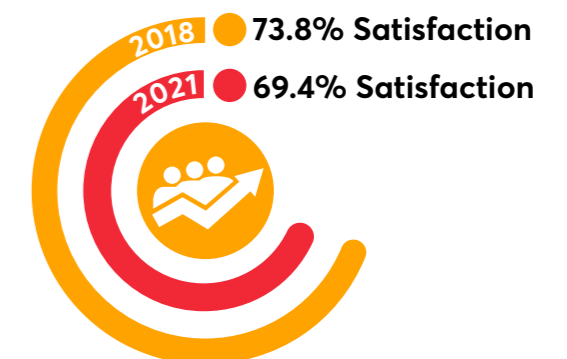
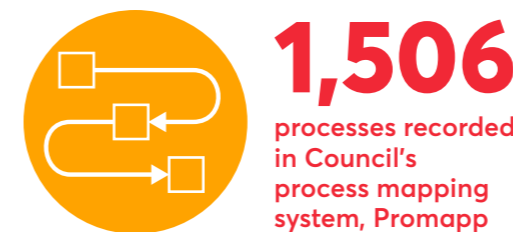
*The community is serviced by an efficient, effective and innovative Council that provides value for money and develops partnerships to achieve outcomes*

**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**

<b>Key Strategy</b> 5.1.3 Our Council has in place systems to provide quality services to its customers	<b>Indicator</b> Community satisfaction level with Council's overall service delivery is increasing	<b>Data Source</b> 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

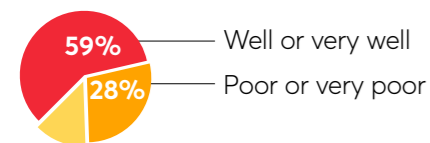
**How customers made contact with Council, 2018-2020:**

	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:**

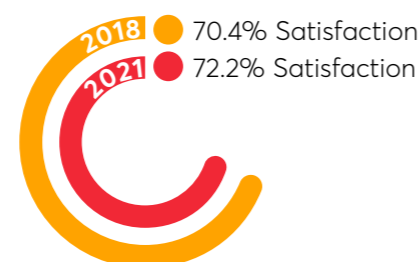


**COUNCIL'S ENQUIRY HANDLING 2018**



**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

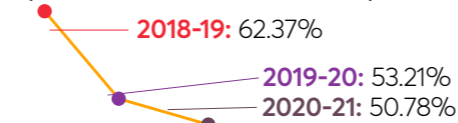
**Ongoing Programs and Services**

- Financial management and reporting
- Revenue Accounting
- Procurement
- Long Term Financial Planning

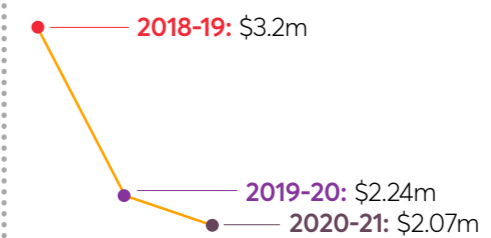
**Measures**

<b>Key Strategy</b> 5.1.4 Our Council's financial systems are reliable, efficient and effective	<b>Indicator</b> Overall annual financial performance meets financial goals set by Council's Long Term Financial Plan	<b>Data Source</b> Council's Financial Statements
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**Own Source Revenue (Benchmark more than 60%)**



**Community Facilities Income:**

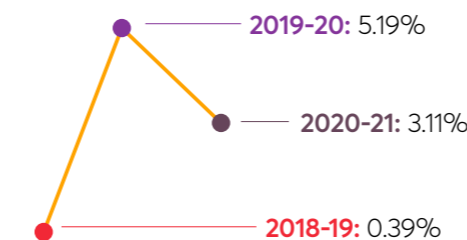


**Overall annual financial performance:**

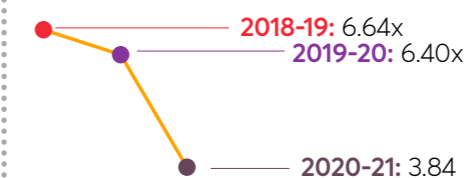


meets financial goals set by Council's Long Term Financial Plan

**Operating Performance (Benchmark 0.00%)**

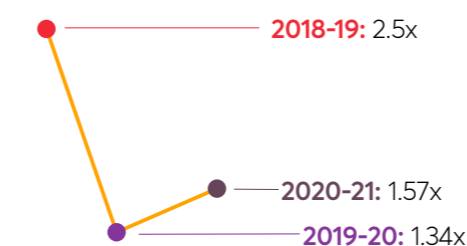


**Debt Service Ratio (Benchmark >2.00x)**

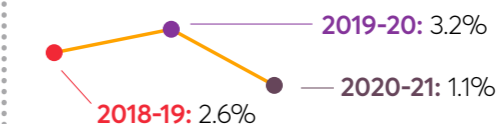


meets financial goals set by Council's Long Term Financial Plan

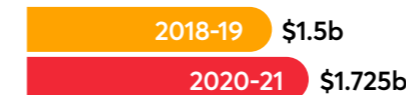
**Unrestricted Current Ratio (Benchmark more than 1.5x)**



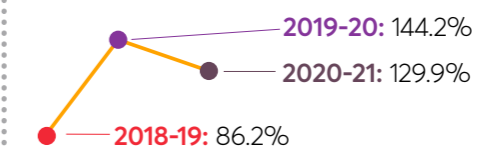
**Infrastructure Backlog Ratio (Benchmark <2.0%)**



**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**

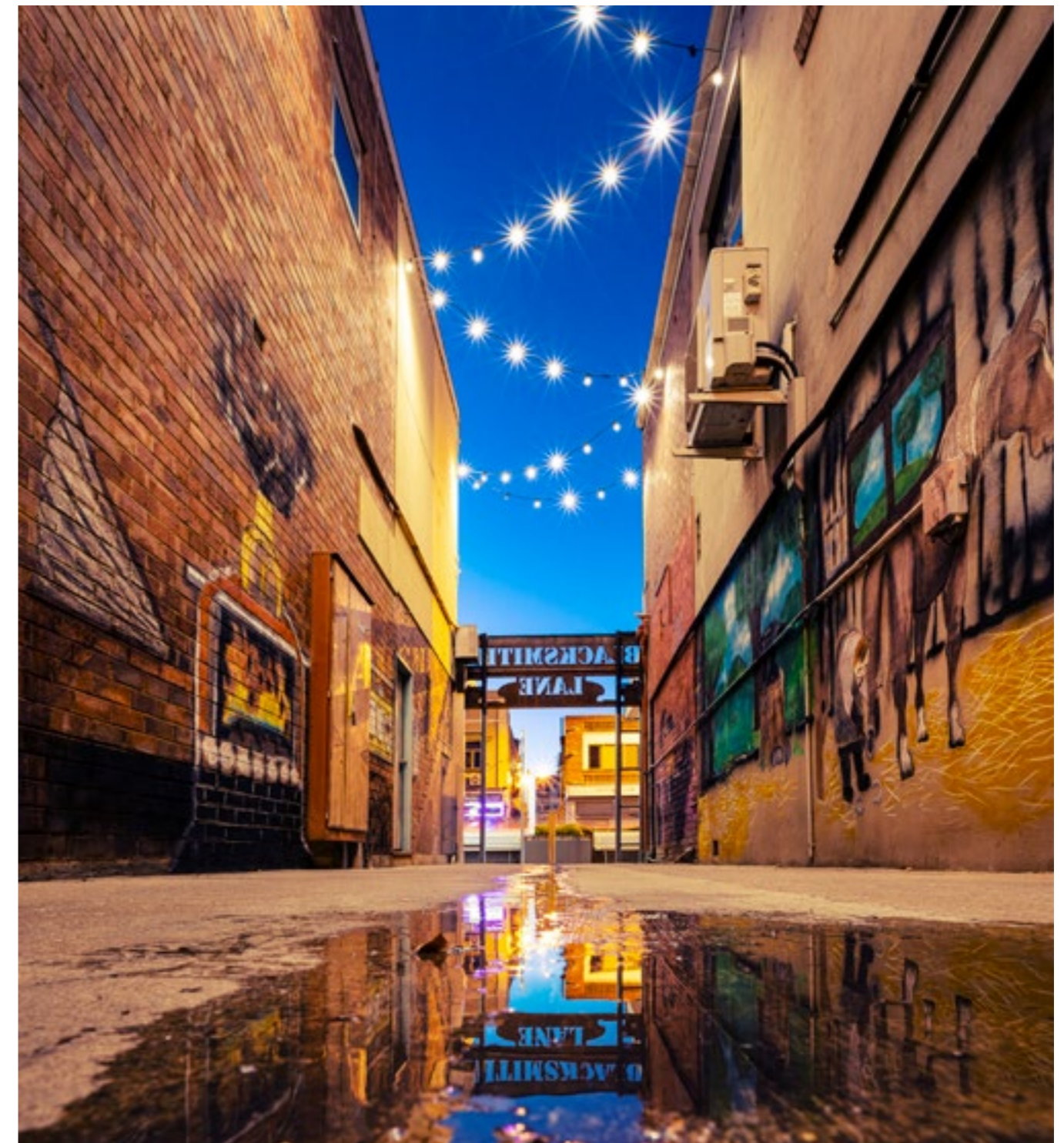
Council strategically manages its property portfolio

**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**

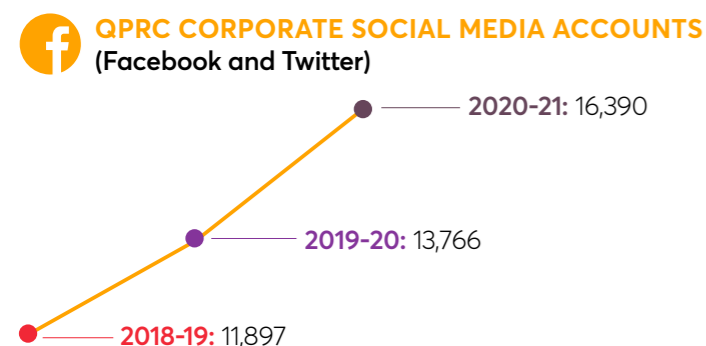
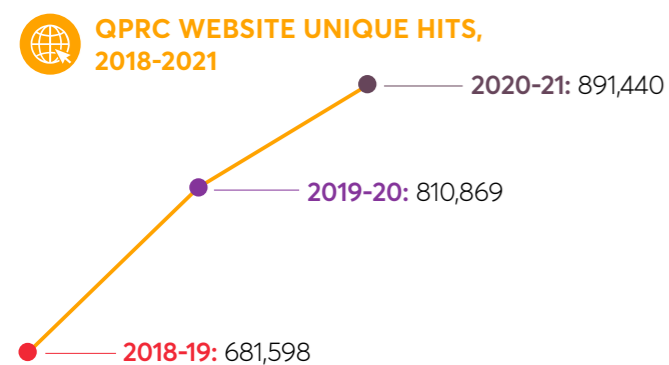
- Live streaming of Council meetings, including during COVID-19 pandemic
- QPRC Style Guide and brand management guidelines

**Ongoing Programs and Services**

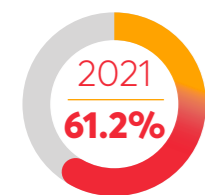
- Communications methods, including
  - QPRC News – 32,000 editions delivered six times per year
  - Weekly e-newsletter
  - Fortnightly advertising in newspapers
- QPRC website
- Media liaison
- Social media content and monitoring
- Internal communications

**Measures**

<b>Key Strategy</b> 5.1.7 We have a well informed and engaged community	<b>Indicator</b> Community feels well informed and approves of Council's community engagement processes.	<b>Data Source</b> Community Satisfaction Survey
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**COMMUNITY SATISFACTION WITH COUNCIL'S COMMUNITY ENGAGEMENT PROCESSES**



National Road Safety Week 2021 - Riverside Plaza

**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**

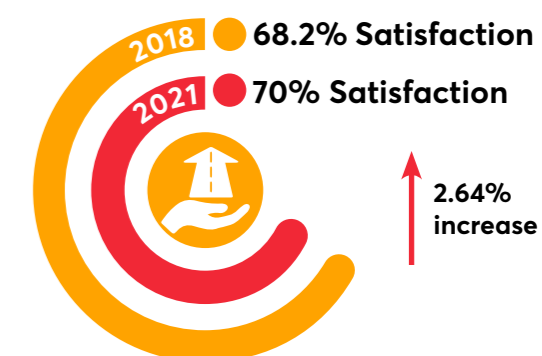
<b>Key Strategy</b> 5.1.8 Our Council's activities work to achieve the Community's Vision and aspirations	<b>Indicator</b> Community assessment of movement towards or away from Community Vision and aspirations	<b>Data Source</b> Happiness Measurement for End of Term Report
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Towards 2042 pop-up engagement stall in Ryrie Park, Braidwood



Colouring sheet submitted by 10 year old student from Jerrabomberra - Towards 2042 Community Strategic Plan



**COMMUNITY SATISFACTION** with Council's movement towards Community Vision and aspirations

## 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

