

QPRC



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SEASON 2021

Bravo

THE
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ARTS

Delivery Program update

July-December 2020

Delivery Program Update – July-December 2020

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Front page: The Q's 2021 season was launched in the refurbished Bicentennial Hall.

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Executive summary

Council is required to report at least every six months on its progress in achieving the actions detailed in its Delivery Program.

The Delivery Program 2018-21 was adopted in June 2018 and this report focuses on the actions identified in the Operational Plan 2020-21 and progress made between July-December 2020.

Following the impact of COVID-19 in 2019-20, Council's services and programs have reopened, however some continue to operate within a restricted environment based on NSW Government regulations. While services are operational, income and attendance has still been affected.

The Delivery Program Update provides information on Council's progress against 147 key performance indicators. Generally, KPIs are recorded as either green (on target 95-100%), orange (require attention 80-94%) or red (critical <79%). In this report, additional icons have been added. The red outlined circle indicates that the KPI is in the critical section, however this is due to the impacts of COVID-19. An orange outlined circle indicates that the KPI hasn't been achieved, however is on track to be achieved by the end of the financial year. Of the 147 KPIs, 98 were rated as on target, four as require attention, 16 as critical, eight failed due to COVID-19 restrictions and 21 were on track at the midway point of 2020-21.

In regards to major projects (\$250,000 +), 46 of the 56 major projects are in progress, three have been completed, two delayed and five have not yet started.

Significant matters for the period include:

- Council was awarded the AR Bluett Award for the most progressive Council in NSW
- Comprehensive Local Environmental Plan for QPRC forwarded to the Minister for Planning and Public Spaces for finalisation
- Public exhibition of the Queanbeyan CBD Place Plan
- Lodgement of the development application for the Bungendore Sports Hub
- Council supported the Bungendore High School proposal from the NSW Government
- Community engagement regarding the proposed Memorial Park on Old Cooma Rd
- Upgrade of 5,487 streetlights to energy efficient technology, saving Council up to \$440,000 per year
- The Googong Recycled Water Network was commissioned, with recycled water flowing through the townships purple pipe network
- The Queanbeyan Civic and Cultural Precinct progressed with tenders for construction called and the development application approved.
- Queanbeyan Park and Queen Elizabeth II Park were both accredited with the prestigious internal Green Flag award
- Progression of the upgrade of Queanbeyan's first hospital, Rusten House, to become an arts hub
- Initial engagement with key stakeholders for the Monaro St upgrade



Queanbeyan-Palerang Mayor, Cr Tim Overall (second from left) and CEO Peter Tegart (right) accepting the AR Bluett Award.

STRATEGIC
PILLAR

1

COMMUNITY

A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

A SAFE, HARMONIOUS AND HEALTHY COMMUNITY
LEADING FULFILLED LIVES

COMMUNITY STRATEGIC PLAN KEY
GOAL

COMMUNITY OUTCOME

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

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

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

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

1.3 We are a safe community

The community feels safer and more secure

1.4 We are a learning community

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

1.5 We have an active and healthy
lifestyle

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

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Major projects – Strategic Pillar 1

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

Project	104105 BWD - Pool Upgrade		
Status	In Progress	Branch	Recreation and Culture
Budget	Original	Revised	Expenditure to date
	\$1,000,000	\$400,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	An architect has been engaged to create designs for the development application. Draft designs have been completed.		

Project	104291 QBN - Aquatic Centre HVAC/ Boiler replacement		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$350,000	\$350,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Scope identified, working on specification.		

Project	107001 QBN – Rusten House Arts Centre Refurbishment		
Status	In Progress	Branch	Community and Education
Budget	Original	Revised	Expenditure to date
	\$0	\$745,368	\$583,935
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 March 2021	
Comment	Almost complete (95%) Car park is the only remaining element of the project - this should be finalised by end of March 2021		



Queanbeyan's first hospital, Rusten House, will be transformed into an arts centre and is expected to be complete in March 2021.

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Key Performance Indicators – Strategic Pillar 1

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 1 - Culture						
P: Community Gathering O: Community Centres	Income Return vs Expenditure >15%	●	15%	173%	Recreation and Culture	Income to December 2020 for Karabar, Letchworth, Jerrabomberra, Googong, Riverside and Library = \$102,585.62 Expenditure to December 2020 for Karabar, Letchworth, Jerrabomberra, Googong, Riverside and Library = \$59,442.90 172.57% (income vs Expenditure) Avg Bookings per centre Karabar (no longer bookable), Letchworth - 141 (tracking at 88% of 322 pa for 6 months), Jerrabomberra - 403 (tracking at 73% of 1,109 pa for 6 months), Riverside 17 (tracking at 21% of 162 pa for 6 months), Library - 184 (tracking at 226% of 163 pa for 6 months). No scope of average bookings available for Googong.
	Number of unique hirers p.a. - At least 100 p.a.	●	100	62	Recreation and Culture	The number of separate hires from July 2020 to Dec 2020 at Letchworth, Jerrabomberra, Googong, Riverside, and the Library Activity room was 62. This is on track to meet the annual target of 100





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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Events O: Economic and Community Events	Community satisfaction with events increasing >75%.	○	75%	0%	Recreation and Culture	<p>Due to COVID-19 restrictions, no community events have been held by QPRC. Events cancelled include Christmas in July, Oktoberfest and the Christmas events (parties and carols).</p> <p>A COVID-19 event was held called "Up-cycle" Christmas where residents and businesses decorated their locations in recycle material and entered a competition. Craft workshops were held in Braidwood, Bungendore, and Captains Flat where 25 children attended at each location.</p>
P: The Q (Performing Arts Centre) O: Live Performance Program	Income return vs Expenditure 55% recovery	●	55%	59%	Recreation and Culture	This figure does not include the internal attribution amount. In addition, we have received income for shows that will be presented in season 2021 and season 2022.
	Growth in total attendance p.a - 35,500 patrons p.a.	○	35,500	285	Recreation and Culture	<p>Due to COVID-19 restrictions, only the following shows were able to be held in The Q to December 2020</p> <ul style="list-style-type: none"> • Manhattan Shorts Film Festival 155 attendees • NSW Seniors Concert - 100 attendees • "Lovesong" Play reading - 30 attendees. <p>The Q also had an online presence during this period with the innovative "Stripped Monologue" series filmed at The Q and presented online. The social media reach was 92,896.</p>






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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 2 - Community						
P: Customer O: Integrated customer service	% Unresolved triaged service requests < 20%		20%	57%	Customer and Communications	10,149 customer requests were raised between July-December 2020. As of 31 December 2020, 5,797 CRMs for this period of time remain as 'Current'. As stated in the previous report, many of these requests have been completed but not closed off in the system. Further training will be undertaken with staff to ensure this aspect of the customer request is complete, however resourcing is also an issue in some areas.
	Call abandonment rate < 10%		10%	9%	Customer and Communications	Council received 43,533 phone calls between 1 July and 31 December 2020. Of this, 4,049 calls were abandoned which equates to 9.32%. A new call centre platform was procured and implemented in mid-December 2020. This platform will increase the professionalism of the call centre and provide staff and management with additional features, including call recording.
P: Engagement O: Community Engagement	Increase in subscriptions to Council's online engagement hub - 20% per annum		20%	15%	Customer and Communications	As at 1 July 2020, Council had 2,385 subscribers on the Your Voice engagement website. As of 31 December, Council had 2,744 subscribers which equates to an increase of 15% through the first six months of the financial year. Further promotion of the site will take place to increase registrations.



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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Indigenous O: Reconciliation Action Plan	Ongoing implementation of initiatives identified in the Reconciliation Plan - At least 4 initiatives p.a.		4	4	Community and Education	COVID-19 interruptions continued, however meetings with interagency groups were held via Zoom. Awareness of the Reconciliation Action Plan and involvement with other areas of Council has also continued. Exploring the establishment of updated corporate approach to Acknowledgements and Welcome to Country. Aboriginal Consultative Committee met in person in December. Staff also met with Braidwood Baragalia Elders to discuss local issues. The Aboriginal Community Liaison Officer resigned in December and recruitment was been initiated.
P: Youth O: Youth Centre	Attendance levels at the Youth Centre increasing - 400 per month		400	330	Community and Education	Only resumed some drop-in and other centre-based programs in October after COVID restrictions. Under 400 per month but increasing
Service 3 - Education						
P: Animals O: Companion Animal Management	Annual inspection of properties containing dangerous/ menacing dogs in the Local Government Area		100%	50%	Customer and Communications	Dangerous dog inspections were undertaken prior to Christmas in 2020. Menacing dog inspections scheduled for February/March 2021.
	Dog attacks response to within 48 hours >75%		75%	100%	Customer and Communications	All dog attacks are responded to within 48 hours. On occasions, residents have reported dog attacks well after the event, however these were still investigated if sufficient evidence was available.

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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Library O: Collection Management	Satisfaction with Library service increasing > 5% pa		5%	1.1%	Community and Education	<p>The Customer Satisfaction and Wellbeing Survey is undertaken every two years. The most recent survey in March 2020 showed the library as Council's most popular service with a score of 4.26 out of 5. The importance of the Library was rated as 3.35 out of five.</p> <p>The previous survey in 2018 rated the library at 4.22 out of 5.</p> <p>This equates to a 1.1% increase. Given the high performance of the library, the target and/or the KPI will need to be adjusted for the 2021-22 financial year.</p>
	Circulations – growth in loans including e-resources per year > 5% p.a		5%	8%	Community and Education	The growth of e-resources has exceeded 5% as COVID restrictions encouraged the usage of online resources and activities.
	Mobile Library usage - On the road at least 4 days per week		100%	100%	Community and Education	Mobile library services ceased during COVID restriction period but have resumed to the full schedule of four days a week.
	Registered library members >50% of population - 30,000		30,000	31,367	Community and Education	Library membership is slightly above the target.
Service 4 - Recreation						
P: Indoor sports	Income return vs expenditure >55%		55%	36%	Recreation and Culture	<p>Financial figures - as of 19/1/2021.</p> <p>- Income: \$107,495</p> <p>- Expenditure: \$300,825</p>

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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
O: Indoor Sports Centre Operation	Patronage increasing 10%		10%	19%	Recreation and Culture	<p>Estimate patron attendance of 16,036 from July 2020 to December 2020. This information is calculated from people counters situated at the entrance. Noting that the venue was running at limited capacity during the period due to COVID-19 restrictions.</p> <p>In 2019-20, 27,038 patrons attended the centre. Based on 16,036 attending for the first six months, the centre has seen an increase of patrons of 18.6%.</p>
P: Sportsfields O: Sportsfields - Maintenance	Sportsfields maintained to user satisfaction >90%		90%	100%	Urban Landscapes	<p>All fields maintained to standard and no impact by users due to COVID-19. Council agreed to waive fees for sporting clubs. This impacted income.</p>



Children's programs in the Queanbeyan-Palerang libraries recommenced in late 2020, with Wiradjuri Aboriginal storyteller Larry Brandy entertaining a group of children during Naidoc Week in November 2020.

STRATEGIC
PILLAR

2

A PROSPEROUS QUEANBEYAN-PALERANG

CHOICE

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

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

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

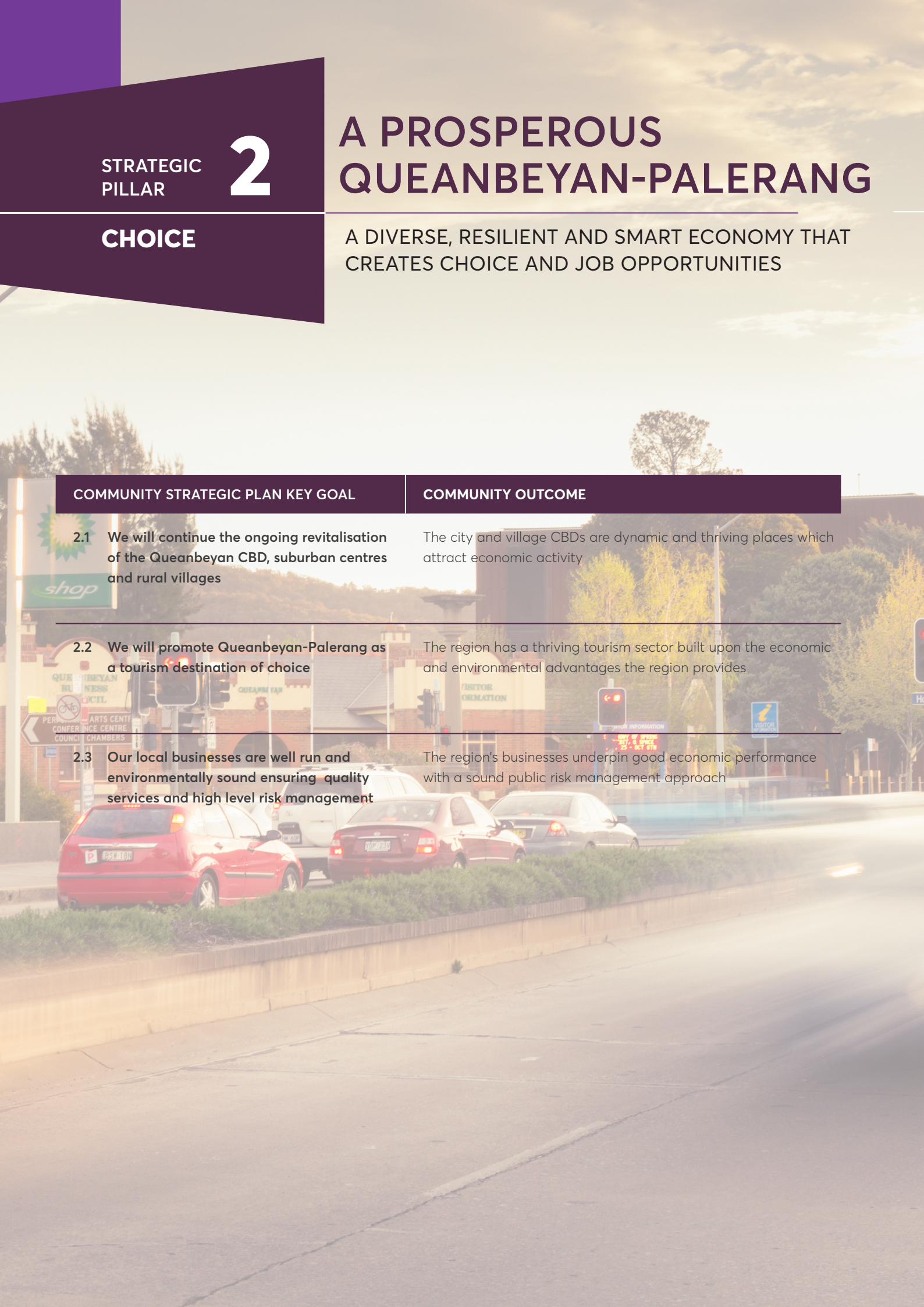
The city and village CBDs are dynamic and thriving places which attract economic activity

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

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





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

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



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Key Performance Indicators – Strategic Pillar 2

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 11 - Business						
P: Economic O: CBD Transformation Strategy	Ongoing implementation of actions identified within the CBD Transformation Strategy - At least 4 actions p.a.		4	4	Business and Innovation	July to December 2020: <ul style="list-style-type: none"> • Concepts for two laneways complete • Renewal of Monaro St underway • Trial of a Design Review Panel complete • Design of Civic and Cultural Precinct complete
P: Economic O: Economic Development	Key actions identified for implementation on an annual basis - 4 actions p.a.		4	14	Business and Innovation	<ul style="list-style-type: none"> • Agritourism program completed • Review of LEP changes and planning policies initiated with State Government to aid farmgate tourism • Tablelands Destination Marketing Plan completed • Tablelands Collaboration Agreement completed • Tablelands branding project commenced • Tourism review complete • Treasure Trail marketing campaign developed and relaunched • Bushfire recovery efforts commenced and Local Economic Recovery Advisory Group established • Recovery To Renewal Grants program in progress with completion in early 2021 • Queanbeyan Caravan Park refurbishment complete and new lessee in place • Canberra Region Joint Organisation Economic Development Strategy in progress and due for completion in early 2021 • A trial for a Design Review Panel process completed • Braidwood Saleyards recommenced operating under COVID safe protocols
P: Tourism O: Tourism Planning	Visitor numbers show increasing trend p.a. - >2% increase p.a.		2%	0%	Business and Innovation	No data available; visitor numbers for this period are not yet reported. Limited visitor expenditure data is available and indicates a strong rebound in Jul-Nov, following the first wave of COVID.
Service 12: Health						
P: Food/Premises O: Food Safety	Undertaking inspections required by the Food Authority partnership agreement -		100%	32%	Natural Landscapes and Health	In July 2020, Council changed to a risk-based schedule for food safety inspections. This has resulted in most inspections being scheduled in the second half of 2020-21. 55 of 173 food

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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	100% of food premises inspected annually					businesses that meet the criteria for an inspection have been inspected as of 31 December 2020 and Council is on track to inspect 100% of food businesses that meet the criteria for an inspection by the end of 2020-21.
P: Food/Premises O: Surface Water Monitoring	Regular testing of sites across the LGA - 9 sites tested monthly	○	108	53	Natural Landscapes and Health	As of 31 December, 53 recreational water sites had been tested. The target for the first six months of 2020-21 was 54. One sampling location (Wickerslack Lane) was missed in July because of access issues which have now been resolved.



The award-winning Queen Elizabeth II Park in Queanbeyan.

STRATEGIC
PILLAR

3

CHARACTER

A SUSTAINABLE QUEANBEYAN-PALERANG

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

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

3.1 We consider the environmental
impacts of future development

The region has quality development which supports the sustainable
growth

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

The region's public places are clean and attractive

3.3 Our natural landscapes and water
resources are sustainably managed

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

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

The community applies good environmental practice in their
activities

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

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

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Major projects – Strategic Pillar 3

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

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

Project	100184 QPR - Regional Sports Complex - Stage 1		
Status	In Progress	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$19,000,000	\$19,554,980	\$764,084
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Hazardous waste removal complete. Tender evaluation progressing to select civil works contractor.		

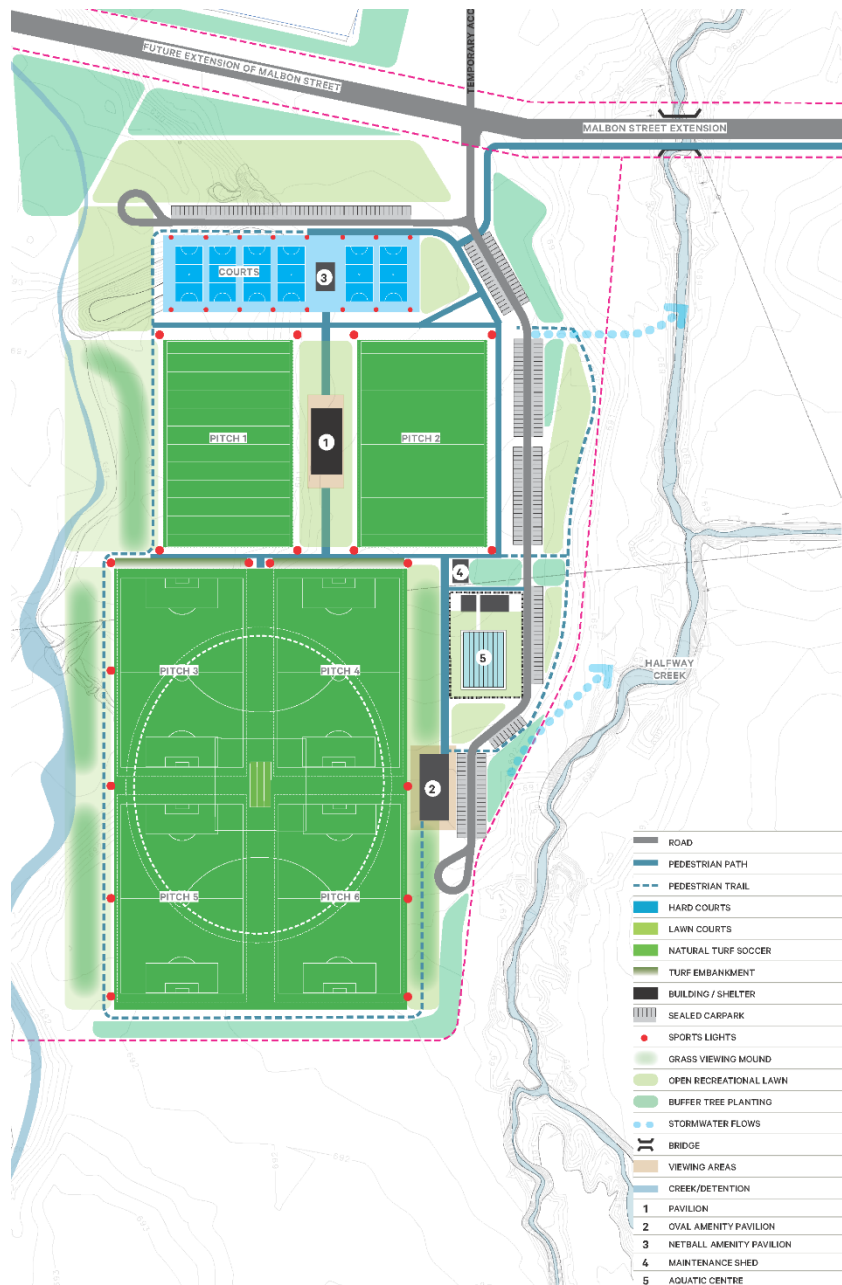
Project	100285 QBN - Showground Pavillion & Storage *		
Status	In Progress	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$699,617	\$699,617	\$77,847
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Exhibition period progressing and currently awaiting comment on archaeological survey results.		

Project	100557 BWD - Braidwood Recreation Ground Construction		
Status	Not Yet Started	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$250,000	\$250,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Waiting for developer contributions from the Braidwood gold mine.		

Project	760502 QPR - Memorial Park Site Studies		
Status	In Progress	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$1,000,000	\$1,000,000	\$37,429
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	<p>Community meeting was held on 15 September. This was held via Zoom due to COVID-19 restrictions. The meeting was independently facilitated by Communication Link, with 51 residents registering to attend the meeting. Following the meeting, a listening report was prepared and made available to participants and QPRC councillors.</p> <p>An information report was presented to the November Planning and Strategy Committee meeting, providing an update on the community meeting and advising that additional groundwater monitoring would be undertaken following recent rainfall.</p> <p>Following Council resolution from 2017, planting and fencing will take place during February and March.</p>		







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Project	100692 BGD - Stronger Communities \$9m – Bungendore sports hub *		
Status	In Progress	Branch	Urban Landscapes
Budget	Original	Revised	Expenditure to date
	\$2,242,224	\$2,242,224	\$1,145,739
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	<p>Development application for Stage 1 of the Bungendore Sports Hub was approved in December 2020 and construction certificate received. Bulk earthworks due to commence in early 2021. Stage 1 of the Sports Hub includes .</p> <ul style="list-style-type: none"> • bulk earthworks • construction of two flood-lit sports fields • installation of irrigation infrastructure • two flood-lit hard courts • car parking and amenities including change rooms, toilets and canteen facilities 		






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Key Performance Indicators – Strategic Pillar 3

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 21 - Development						
P: Development Assessment O: Development Applications	Dwellings development applications processed within statutory timeframe		90%	90%	Development	Of the applications determined during the reporting period, 90% had an average determination time of 40.02 days.
	DAs lodged and assessed online via e-portal		70%	100%	Development	Since switching to the Planning Portal, all lodgements are now online. It is expected that the Planning Portal will become the central repository for all development-related applications including the registration and recording of Part 4 certificates, both private and Council.
Service 23 – Urban Landscapes						
P: CBD O: CBD Street Cleaning	Urban street cleaning program delivered to agreed standard - Footpaths swept daily basis – QBN CBD, Footpaths swept weekly - Bungendore/ Braidwood town centres		100%	100%	Urban Landscapes	Queanbeyan CBD swept daily using mini sweep, Braidwood and Bungendore cleaned with blowers and broom.
P: Parks/Playgrounds/Sportsfields O: Parks and Reserves (including Showgrounds)	Maintenance of grounds and facilities in accord with adopted standards in the Asset Management Plan		100%	100%	Urban Landscapes	All programs on target and delivered during reporting period.
P: Public Amenities O: Public Conveniences	Public conveniences maintained to agreed standard - CBD and town centre toilets cleaned daily, Other urban and rural toilets cleaned weekly		100%	100%	Urban Landscapes	Toilets cleaned daily throughout the reporting period.
Service 24 – Natural Landscapes						
P: Biodiversity O: Native Species conservation works	No net loss in native vegetation condition on council land - >90% of activities scheduled for council natural area land completed.		100%	80%	Natural Landscapes and Health	Bungendore Hill weeds pulled in September 2020 by contractor. Now have become overgrown again. Watering and weeding of planting areas limited. Ongoing maintenance required with limited funding.




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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
<p>P: Biosecurity</p> <p>O: Biosecurity weed control on Council land</p>	Weeds on Council land posing a biosecurity risk are properly managed - >90% biosecurity weeds on Council land are properly managed annually		90%	95%	Natural Landscapes and Health	All weed control sites to reduce known biosecurity impacts completed as scheduled, although it is likely that some individual plants were missed particularly where they were difficult to observe due to excessive growth of other vegetation this season.
<p>P: Biosecurity</p> <p>O: Biosecurity weed education, inspection and enforcement</p>	Inspect every property 4 yearly; priority protection sites two yearly and weed sites yearly; high risk pathways 1-3 times per year according to risk - >90% of inspections completed as scheduled.		90%	115%	Natural Landscapes and Health	Overall inspection targets exceeded (115%), including 97% of inspections for quarter of rural properties and 182% of surveys for quarter of urban properties surveyed; 108% of additional inspections for quarter of priority protection sites (note: number of identified sites is increasing); 123% of re-inspections of priority weed compliance sites; 131% of inspections of high risk pathways/sites.
<p>P: Environmental Health</p> <p>O: Environmental Protection and Compliance</p>	Pollution complaints investigated (prioritised according to risk)		100%	100%	Natural Landscapes and Health	<p>As of 31 December 2020, 104 pollution complaints were received under the following categories:</p> <ul style="list-style-type: none"> • Air (19) • Land (19) • Waterways (24) • Noise (40) <p>There were nine pollution requests that were either incorrectly categorised, a message to call back a customer or a complaint about road traffic noise that needed to be referred to engineering (five).</p> <p>Of the requests received since 1 July, 54 are still under investigation.</p> <p>Enforcement action:</p> <ul style="list-style-type: none"> • 1 penalty notice issued under POEO • 6 notices of intention to serve a notice under POEO • 1 compliance cost notice • 2 clean-up notices • 7 notices to provide information or records

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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 25 - Sustainability						
<p>P: Education</p> <p>O: Environmental education</p>	Community events run by Council with sustainability initiatives promoted - 4 events per year		4	1	Natural Landscapes and Health	<p>Site visit of water recycling plant with students from Googong Anglican School in August 2020.</p> <p>There have been significant disruptions to community education events because of COVID, so less sustainability initiatives have been promoted in the first half of 2020-21.</p> <p>There has been ongoing work to the education trailer, to allow Council to carry out several sustainability education programs over the second half of the year</p>
Service 26 – Land-Use Planning						
<p>P: Community Land</p> <p>O: Plans of Management (PoM)</p>	Compliance with all legislative and Council requirements for Plans of Management - One community land Plan of Management reviewed annually.		1	2	Land-Use Planning	During the period, work has begun in accordance with the <i>Crown Lands Management Act 2016</i> on two Plans of Management for land categorised as natural areas and general purpose. These include both Crown Land managed by Council as well as other community land. This work has included research necessary to obtain the Minister's approval for the categorisation of the parcels of Crown Land in the Plans of Management as well as preparing and submitting the necessary application. It has also involved preparing and submitting a reconciliation statement to Crown Lands as required by a grant for the preparation of these Plans of Management.
<p>P: Heritage</p> <p>O: Queanbeyan-Palerang's heritage</p>	Heritage Grants and awards provided annually - 100% applications processed and dispersed annually		100%	100%	Land-Use Planning	Local and Special Heritage Grants were advertised, assessed, reported on and considered by Council at its October 2020 meeting. As a result, offers were made with all being taken up for both the Local and Special Heritage Grants. In the case of Local Heritage Grants, as at 31 December 2020 two applicants have completed the work being funded.

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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
<p>P: Land-Use Planning</p> <p>O: Planning Instruments (LEP/DCP)</p>	Reviews are undertaken on a five-yearly cycle - 100% of principal local environmental plans are reviewed during the five year period		100%	95%	Land-Use Planning	The major review involves the Comprehensive Local Environmental Plan. This was last reported on to Council at the Planning and Strategy meeting in September where amongst other things it was resolved to take all actions necessary to finalise the LEP. Actions taken so far include the production and checking of 187 maps, the drafting of an instrument and the updating of other background materials. During the period, Council's principle Development Control Plans were also updated and adopted by Council at its September 2020 Planning and Strategy Committee meeting.
<p>P: Land-Use Planning</p> <p>O: Planning Strategies and Policies</p>	Reviews are undertaken and completed on a seven-yearly cycle - 100% completed on time		100%	100%	Land-Use Planning	The key strategy is the Local Strategic Planning Statement which generally incorporates Council's other strategies. During the period, this was forwarded to the Department of Industry, Planning and Environment and subsequently loaded onto the Planning Portal which completes this piece of work. During the period, six of its actions have been progressed. Also, the Department endorsed the Bungendore Structure Plan 2048 in September 2020.
<p>P: Land-Use Planning</p> <p>O: Regional Planning</p>	Reviews undertaken in accordance with the required timeframes in the South East and Tablelands Implementation Plan		100%	0%	Land-Use Planning	During the period, no reviews were required.

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Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Spatial/LIS/Naming O: Geographic Information System (GIS) – data layer management	GIS database updated as required - 100% accurate each entry	●	100%	100%	Land-Use Planning	Work continues on maintaining the currency of data layers. One example during the period included developing the layers necessary for the 187 maps for the Comprehensive Local Environmental Plan. Another project was developing a naming convention for key spatial data for ease of access and use. This is an action from Spatial Strategic Plan.



Council's Portfolio General Manager, Community Connections Phil Hansen, Queanbeyan-Palerang Mayor, Cr Tim Overall and Googong Project Director, Malcolm Leslie at the launch of the Googong Water Recycling Plant in December 2020.

STRATEGIC
PILLAR

4

A CONNECTED QUEANBEYAN-PALERANG

CONNECTION

A WELL CONNECTED COMMUNITY WITH GOOD
INFRASTRUCTURE ENHANCING QUALITY OF LIFE

COMMUNITY STRATEGIC PLAN KEY GOAL

COMMUNITY OUTCOME

4.1 Our transport infrastructure and networks are well planned and maintained

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

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

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

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

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

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

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

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

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

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

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

Delivery Program Update – July-December 2020

Major projects – Strategic Pillar 4

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

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

Project	100004 QBN - Network - Water		
Status	Not Yet Started	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$182,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Other projects are of higher priority at this stage. This project will be held back until resources are available.		

Project	100119 QBN - Googong Water Recycling Plant		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$182,000	\$182,000	\$45,354
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 Jun 2023	
Comment	Works largely dependent on Gogoong developers. Design was held over a bit pending COVID. Expect to re-engage in design process in first half of 2021		

Project	100123 QBN - Sewage Treatment Plant Upgrade		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$2,181,807	\$2,181,807	\$1,238,188
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The concept design has been finalised. The Environmental Impact Statement has been submitted to ACT Environment, Planning and Sustainable Development Directorate. NSW Department of Planning, Industry and Environment has agreed with design in principle along with additional requirements at the request of the ACT regulator. The procurement model has been resolved and equipment supply tenders have been called for essential pieces of equipment to ensure detail is available to allow the detailed design		

Project	100124 QBN - Sewer Mains Rehabilitation		
Status	Completed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,300,000	\$78,000	\$147,222
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	30 Sep 2020	31 Dec 2020
Comment	Complete		

Delivery Program Update – July-December 2020

Project	100183 QBN - Efficient street lighting upgrades		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,716,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Essential Energy is approximately 90% complete with the installation of the LED lighting upgrades. This project (pictured below) is due for completion in January 2021.		



Project	100353 QBN - SRV - Bitumen Resealing - CityCARE		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$245,423	\$341,625	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The 2020-21 SRV bitumen resealing program is currently in progress.		

Project	100354 QBN - SRV - Pavement Rehabilitation - CityCARE		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$150,696	\$150,696	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The 2020-21 SRV pavement rehabilitation program is in progress.		

Delivery Program Update – July-December 2020

Project	100265 QBN - Civic and Cultural Precinct		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$19,653,572	\$8,603,519	\$2,026,204
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Development application was approved by the Southern Regional Planning Panel in December 2020. Tenders were called in November 2020 and successful tender expected to be awarded at the February Council Meeting. Construction to commence soon after tender award.		



The development application for the Queanbeyan Civic and Cultural Precinct was approved in December 2020.

Project	100548 BGD - Bungendore Landfill Reinstatement		
Status	Not Yet Started	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$780,000	\$780,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Development of contract documents to begin shortly		

Project	100565 BGD - South Bungendore Drainage - Ellendon to Molonglo St		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$130,000	\$165,880	\$145,000
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Part of Voluntary Planning Agreement. First payment has been made.		

Delivery Program Update – July-December 2020

Project	100861 BGD - car park off Ellendon St		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$811,951	\$936,751	\$9,327
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	<p>At its October 2020 meeting, Council resolved to proceed to tender for construction of the central car park in Bungendore on the following parameters:</p> <ol style="list-style-type: none"> 1. Provide up to 60 public and disabled car parking spaces, with vehicular access from Ellendon St and pedestrian access from Malbon St, public toilets, and EV charging facilities. 2. Optimise landscaping and tree planting for shade and amenity. 3. Progress acquisition of and form a pedestrian access from Gibraltar St to the carpark. 4. Within the allocated funding of \$1m loan and \$660k from land sales and s94 carparking contributions. <p>Based on the resolution, consultants are revising the designs prior to tenders being called.</p>		

Project	100862 BWD - Car park Wallace St		
Status	In progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$461,083	\$461,083	\$347
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Concept sketches for the project have been identified. Further scoping is required to carry out a thorough cost estimate.		

Project	100868 QBN - Route N1-N3 Stage 1		
Status	Not yet started	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$196,778	\$196,778	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Project yet to commence		

Project	100879 BWD - office smart hub/cultural space		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$1,653,600	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	At its December meeting, Council resolved to finalise the design prior to seeking tenders, and if required, seek additional grant or Council funding to supplement the budget. Project now with Contracts and Projects branch for progression.		

Delivery Program Update – July-December 2020

Project	100894 QBN - Monaro St Refurb Stage 1		
Status	In progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$5,200,000	\$1,413,744	\$144,531
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	<p>The Monaro Street project was identified as part of the Queanbeyan CBD Spatial Masterplan. This project will involve design of refurbishment works in Monaro Street from Lowe Street to Collett Street and construction of refurbishment works in Monaro Street from Lowe Street to Crawford Street. Total funding for the project is \$15.5m with \$5.5m funded by Council and \$10m funded by Regional NSW. Investigation works for this project began in October 2020 with contractors undertaking traffic counts, site survey and services location. A draft traffic report has been submitted and is being reviewed and information collected from the site survey is being processed. Draft options have been prepared for consideration prior to the preparation of a concept design. Communication and engagement commenced with a series of internal and external stakeholder engagement activities focusing on highly impacted stakeholders. Feedback from these sessions has informed the draft options. Council's Placemaking Team has been busy liaising with impacted businesses through these initial stages of consultation.</p>		

Project	100953 BGD - Bungendore Flood Plain Works		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$364,000	\$364,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	<p>This project is PJ104212 BGD Flood Risk Management Study & Plan.</p> <p>The construction commenced in June. Bulk earthworks and service relocation along with the creek bed protection works have been completed. Approx 50% of planting completed with full completion early February.</p>		



Works associated with the Bungendore Flood Risk Management Plan were undertaken at the intersection of Turallo and Halfway Creeks in Bungendore.

Delivery Program Update – July-December 2020

Project	100986 BWD - Majors Creek RFS Station replacement		
Status	Complete	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$208,000	\$345,968	\$638,009
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		31 December 2020
Comment	The construction of the RFS shed is now completed, and RFS is now moved in. The old shed will be handed over to Majors Creek reserve trust.		

Project	101002 QPR - Local Roads Renewal		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,485,900	\$1,250,236	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The local roads renewal program for the 2020-21 financial year is currently in progress.		

Project	101013 QPR - Roads to Recovery		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$794,409	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The 2020-21 Roads to Recovery program is in progress. All projects have been approved by R2R, with construction works to commence in January 2021.		

Delivery Program Update – July-December 2020

Project	101297 BGD - Rehab Tarago Road Between Mt Fairy and Goulburn Mulwaree border		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$624,000	\$624,000	\$44,973
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The survey and design for this project is now complete. Construction will commence in the 2020-21 financial year when resources from other construction sites become available.		

Project	101300 QPR - Local Roads Rehabilitation		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$416,000	\$124,800	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The 2020-21 local roads rehabilitation projects are underway.		

Project	101459 QBN- Purchase Dunns Creek Road corridor and design		
Status	In progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$0	\$1,040,000	\$403
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Deed received and cashflow identified. Discussion with Office of Environment and Heritage have suggested that the Council preferred road corridor is not suitable for the road. Additional spatial survey is required to assist with alternate routes		

Project	101460 BWD - Drought Relief - Araluen Road – Braidwood		
Status	Completed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$156,000	\$223,600	\$102,434
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		21 Jun 2019
Comment	This project was funded in the 2018-19 financial year and completed in June 2019.		

Delivery Program Update – July-December 2020

Project	102012 BWD - Cooma Rd/Krawaree Rd		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$168,480	\$12,935	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Gravel resheeting on Cooma/Krawaree Road has commenced.		

Project	102064 NRG - Nerriga Rd Section 3 - Reconstruct widen and seal - Ningeenimble Project		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$2,314,000	\$2,106,000	\$19,405
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Environmental assessments and survey works are now complete and Council is finalising design and land acquisitions. This project is not currently in the Monaro-Palerang roads package, pending savings on other package projects. Awaiting further funding.		

Project	102065 NRG - Nerriga Rd Section 4 - Reconstruct widen and seal - Durran Durra		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$4,108,000	\$4,108,000	\$2,957,450
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Survey, design and environmental approvals have been completed and Council is now finalising land acquisitions. Construction activities are progressing well with majority of vegetation removed and drainage installations complete. Pavement works are also progressing well.		

Project	102073 BWD - Captains Flat Rd - between Jinglemoney Rd and Obriens Rd		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$482,560	\$788,511	\$693,824
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The survey, design and environmental approvals have been completed. Construction has commenced and is progressing well. Project is scheduled to be completed in March 2021.		

Delivery Program Update – July-December 2020

Project	102076 BGD - Roundabout on Malbon St *		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$1,231,622	\$1,204,189	\$63,849
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The significant elms have been pruned and are responding with vigour. The Transport for NSW approval will not allow a garden in the centre of the roundabout. Further updates to the community are now required noting their desire for a garden. Strategies for beautification of the entrance to Bungendore will now look to focus further to the south on Molonglo St.		

Project	102088 BWD - Nerriga Rd Section 18 – Construct Intersection with MR51		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$598,000	\$598,000	\$32,130
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Survey and design works are complete. Currently working through environmental approvals for the project. Works to commence in 2021.		

Project	102098 CFL - Upgrade Captains Flat Road		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$2,600,000	\$520,000	\$2,380
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Survey and design works have commenced on priority sections of Captains Flat Road. A nominated schedule is to be workshopped with Council prior to formal approval being sought from TfNSW.		

Project	104073 QBN- The Q Performing Arts - Fire System		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$358,800	\$358,800	\$263,550
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Design consultancy awarded to contractor and installation works are progressing well.		

Delivery Program Update – July-December 2020

Project	104107 QBN - South Jerrabomberra Northern Entry Road		
Status	In progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$10,906,905	\$10,480,505	\$2,322,338
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Construction commenced with works approximately 30% complete. TfNSW concurrence on the signal designs has been received. Service completion is expected late March with open to traffic late June		

Project	104160 BGD - Gidleigh Lane – Gidleigh Bridge Replacement		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$361,754	\$361,754	\$53,338
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	All survey and design works have been completed. Land acquisitions have commenced. Site works have commenced to install the side track. The bridge components have been delivered to Bungendore, ready for installation.		

Project	104161 BWD - Mayfield Road – Reedy Creek Bridge Replacement		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$823,649	\$823,649	\$22,034
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Survey works have been completed. Consultants are progressing on the final design for the bridge replacement before an order will be placed for the bridge componentry.		

Project	104169 BGD - Mulloon RFS Station – Design and Construction		
Status	Not yet started	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$395,752	\$395,752	\$142
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Discussion with Crown Lands underway regarding existing physical access noting that the current legal access is not safe.		

Delivery Program Update – July-December 2020

Project	104212 BGD - Flood Risk Management Plant Implementation		
Status	In progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$417,933	\$597,976	\$674,449
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	The construction commenced in June. Bulk earthworks and service relocation along with the creek bed protection works have been completed. Approx 50% of planting completed with full completion early February		

Project	104249 BWD - Blackspot - Araluen rd – Corridor Safety Treatment		
Status	In Progress	Branch	Contracts and Projects
Budget	Original	Revised	Expenditure to date
	\$348,292	\$348,292	\$6,924
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Concept sketch complete. Funding successful. Clearing being procured with the bulk of the funds to be spent on guard rail.		

Project	104359 QBN - Shared Path along Lanyon Drive **		
Status	Delayed	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$156,000	\$156,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	This road is a classified TfNSW road. Applications for Active Transport will be applied to this route. Parts of this project have been previously completed and a review of the current Bike Plan is required		

Project	104368 QBN - Williamsdale Road Seal		
Status	In Progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$316,009	\$316,009	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Survey and designs works are well progressed. Environmental approvals are planned. Construction activities to commence onsite this financial year.		

Project	104370 BWD - Lascelles St Upgrade *		
Status	In progress	Branch	Transport and Facilities
Budget	Original	Revised	Expenditure to date
	\$208,000	\$0	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Design is complete. It is currently with Heritage NSW with construction expected to commence in March 2021.		

Delivery Program Update – July-December 2020

Project	700031 QBN - Stormwater Improvement Program		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$520,000	\$624,000	\$407,108
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	31 March 2021	
Comment	This is the Hoover Road project. Now nearing completion. Will be complete in third quarter		

Project	700140 BGD - STP Recycled Water System		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,300,000	\$2,405,520	\$122,051
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Contract awarded. Works to commence in February and extend into 21-22		

Project	700191 BGD - water treatment plant		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$572,000	\$572,000	\$241,322
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Design and concept works well advanced. Process underway for land acquisitions. Electrical design underway. Expect some constructional components to be underway before 30 June.		

Project	700193 QBN - Mains		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$390,000	\$147,680	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	First works complete (Wattle Street). Ross Road project now underway.		

Project	700226 QBN - Water Connection Jerra Business Park		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,853,800	\$1,782,500	\$1,219,121
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	31 March 2021	
Comment	Work to connect water/sewer services to the Jerrabomberra Business Park is continuing and expected to be completed by March 2021.		

Delivery Program Update – July-December 2020

Project	700227 QBN - Sewer Connection Jerra Business Park		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,853,800	\$1,782,500	\$423,109
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021	31 March 2021	
Comment	Work to connect water/sewer services to the Jerrabomberra Business Park is continuing and expected to be completed by March 2021.		









Project	710025 QPR - Old landfills		
Status	Delayed	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$780,000	\$780,000	\$0
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Relates to Braidwood landfill. Designs yet to be achieved		

Project	800000 QPR - Fleet Purchases		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$500,000	\$500,000	\$311,665
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Ongoing		

Project	800010 QPR - Plant Purchases		
Status	In Progress	Branch	Utilities
Budget	Original	Revised	Expenditure to date
	\$1,040,000	\$1,820,000	\$1,456,601
Timeframe	End date	Revised end date	Completed Date
	30 Jun 2021		
Comment	Ongoing		

Delivery Program Update – July-December 2020

Key Performance Indicators – Strategic Pillar 4

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 31 - Transport						
P: Bridges O: Bridges and Culverts	Quantity of timber bridges reduced each council term - 4 per term		4	5	Transport and Facilities	Five timber bridges have been replaced in the past three years. Silver Hills Bridge and Back Creek Bridge have both been replaced with concrete structures. Three timber structures have been replaced with concrete structures after receiving Disaster Recovery Funding Arrangements (DRFA) due to bushfire and flood damage. Council has received grant funding to replace a further two bridges in the coming 12 months and approval to replace one further timber bridge due to flooding under the DRFA funding.
P: Paths/Cycleways O: Footpath	% of extreme footpath defects fixed < 7 days >90%		90%	100%	Transport and Facilities	All reported extreme footpath defects have been repaired within seven days.
P: Roads O: Sealed Roads	Resealing sealed roads < 15 year cycle >80%		80%	80%	Transport and Facilities	Council's asset system shows that over 98% of Council's bitumen seals remaining life is greater than two years. All seals are inputted in the system with a proposed 20-year life. KPI 80% <15 years is achieved.
P: Roads O: Street Sweeping	Annual street sweeper program developed and implemented -% kms swept vs kms proposed in annual program		100%	100%	Transport and Facilities	The street sweeping program is meeting its goals.
P: Roads O: Unsealed Roads	Annual target for grading roads - 749.6km		749km	375km	Transport and Facilities	A total of 375km of unsealed pavements have been graded up to December 2020.
Service 32 - Water						
P: Water Infrastructure O: Water Mains	Service requests per 1000 customers p.a. <15		15	10	Utilities	
P: Water Infrastructure O: Water Mains	Failures per KM mains pa < 1		1	1	Utilities	
P: Water Infrastructure O: Water Mains	Mains breaks responded < 2 hours - > 75%		75%	85%	Utilities	

Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
P: Water Operations O: Water Meter Reading	Water revenue accounts issued on time		100%	50%	Utilities	Water accounts issued in August and November 2020. Subsequent accounts due in February and May 2021.
P: Water Operations O: Water Treatment	Compliance with ADWG standards and adopted DWQMP >99%		99%	100%	Utilities	
Service 33 – Sewer						
P: Sewer Infrastructure O: Sewer Collection Network	Sewer chokes responded <2 hours - > 75%		75%	99%	Utilities	
P: Sewer Infrastructure O: Sewer Collection Network	Network failure per km main p.a. <1		1	1	Utilities	
P: Sewer Operations O: Other Sewerage Treatment Plants	Effluent meets Environmental Authorisation license limits >90%		90%	99%	Utilities	
	Performance report published as per required timeframe annually		100%	100%	Utilities	
P: Sewer Operations O: Sewerage Treatment Plant	Effluent meets Environmental Authorisation license limits >90%		90%	99%	Utilities	
Service 34 - Waste						
P: Waste Operations O: Domestic Waste Collection Service	Number of missed service complaints p.a. - <= 12 per 1000services p.a.		12	5	Utilities	
P: Waste Operations O: Recycling Collection Service	Number of missed service complaints p.a. - <= 12 per 1000services p.a.		12	5	Utilities	
Service 35 - Facilities						
P: Buildings	Compliance with Council's Five Year Building		90%	90%	Transport and Facilities	Council's building maintenance program is generally performing well.

Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
O: Building Maintenance	Maintenance Program >90%					High priority projects are being completed.
Service 36 - Logistics						
P: Asset Planning	Infrastructure Asset Registers are up to date and data validated - Undertake data audit - 1 asset class per year	●	1	1	Assets	Continuing process
O: Asset Database Management	Assets renewed, created or rehabilitated as part of a capital works project - All capex projects correctly capitalised for FY	●	100%	1%	Assets	This figure is low as the majority of capital works projects are still in progress. Expect the number of increase significantly as the financial year progresses.
P: Projects/contracts	Delivery in accordance with capex program >90%	●	90%	100%	Contracts and Projects	Council Policy followed for all tenders. Contracts and Projects Contracts are registered within the contracts module
O: Contract Management	Variations and delays to contract < 5%	●	5%	5%	Contracts and Projects	All projects have been managed within adopted budgets
	Procurement in accord with policy and tender legislation	●	100%	100%	Contracts and Projects	Council Procurement Policy followed for all procurement by Contracts and Projects



Staff work on a broken water main in Queanbeyan.

STRATEGIC
PILLAR

5

CAPABILITY












A WELL GOVERNED QUEANBEYAN-PALERANG

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








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

Delivery Program Update – July-December 2020

Key performance indicators – Strategic Pillar 5

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 41. People						
P: Human Resource Management and Organisation Development O: Attraction	Candidates suitable for shortlisting		10%	44%	Workplace and Governance	On track - Good applications received for vacant roles.
	Students participating in work experience per annum equivalent to 1% of QPRC overall FTE count		100%	25%	Workplace and Governance	COVID impacted.
	Job information promoted during Local Government Week		100%	100%	Workplace and Governance	COVID restrictions for additional activities that week – promotion of current vacancies through social media.
P: Human Resource Management and Organisation Development O: Development	Successful completion of formal coursework within the prescribed timelines by Trainees and Cadets		90%	100%	Workplace and Governance	On track.
	Staff attendance at training identified in the annual training plan		90%	92%	Workplace and Governance	Reduced programs due to COVID – more accurate data will be obtained from CiAnywhere now learning and development module is up and running.
	Compliance in obtaining and retaining required qualifications and tickets		100%	82%	Workplace and Governance	COVID restricted delivery – grace period provided.
	Number of trainees/cadets as total of organisation FTE		10%	4%	Workplace and Governance	Workforce Plans see an increase to 10% of FTE by 2025.
P: Human Resource Management and Organisation Development O: Engagement	Decrease employee unplanned absences per annum		5%	4%	Workplace and Governance	Currently on track, six month percentage decrease is 4.38%
	Culture survey conducted every two years		100%	20%	Workplace and Governance	Booked for March 2021 - On track.
	Increase in constructive employee behaviours each cultural survey		20%	0%	Workplace and Governance	Cultural remeasure booked for March 2021
	Workplace Consultative Committee meetings per annum		10	5	Workplace and Governance	On track at mid-year point. Five completed and five to go.











Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Industrial matters resolved without IRC intervention		95%	100%	Workplace and Governance	On track. No matters referred to Industrial Relations Commission
P: Human Resource Management and Organisation Development O: On boarding	New employees completed Council's induction program		100%	98%	Workplace and Governance	To date, on track
	New starters successfully complete their probationary period		90%	58%	Workplace and Governance	Note probationary process implemented in September 2020
	New starters sign off on their delegations		100%	100%	Workplace and Governance	Delegations are in place, however working on migrating to a new platform within CiAnywhere.
	Orientation of position, team and organisation undertaken in the first three months		100%	45%	Workplace and Governance	Low return rate for first day sheet – will follow up as part of probation process
	Position Descriptions and employment material are reviewed and accurate before advertising the position commences		100%	100%	Workplace and Governance	On track
P: Human Resource Management and Organisation Development O: Recruitment	Cost of hire to vacant position is within 10% of the annual salary for the position		90%	100%	Workplace and Governance	<p>NOTE: Workplace process delivered at 4% cost of hire, but improvement needed with our hiring branches</p> <ul style="list-style-type: none"> • Out of 49 vacancies that had selection processes, one was finalised with the cost of hire @ 10% of salary = 2% • Processes within Workplace control averaged 4% of salary costs for the vacancies – all were below 10% of hire • Average total cost of hire = 17%. • Highest cost of hire = 38% • Lowest cost of hire = 10%. • Most time taken = 37.2 weeks, shortest time = 1.8 weeks for internal, 6.57 weeks for external appointment.





Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment	
	Turnover in first six months of employment (quality of hire)		10%	6%	Workplace and Governance	First six months separations made up 6% of separations in the period	
P: Human Resource Management and Organisation Development	Staff turnover rate per annum		10%	7%	Workplace and Governance	On track, but higher than desired at half way point.	
	Staff separation rate at years one to two of employment		10%	1%	Workplace and Governance	19.3% of all separations from July 2020 were between one and two years of employment (6 people). Equivalent to 1.3% of FTE.	
	O: Retention	Delivery of the QPRC annual 'Years of Service' ceremony		100%	100%	Workplace and Governance	Completed for 2020
P: Human Resource Management and Organisation Development	Separating staff participate in an exit interview		90%	42%	Workplace and Governance	Have developed a stronger process to conduct interviews for people leaving and reminding of termination checklists	
	Accurate completion of employee exit forms		100%	100%	Workplace and Governance	On track	
	O: Separation	Critical positions are identified and have succession plans		100%	31%	Workplace and Governance	31% of flight risk and potential identified in CiAnywhere – need to conduct analysis against workforce plans and retirement risks.
P: Payroll Management	Accurate completion of payroll processing (accurate individual payments vs advance individual payments)		99%	100%	Workplace and Governance	On track	
	O: Salary System	Accurate completion of separation payments		100%	100%	Workplace and Governance	On track.
		Accurate interpretation, implementation and update of award and legislative requirements		100%	100%	Workplace and Governance	On track
P: Workplace Health & Safety (WHS) and Wellbeing	Claims lodged within 48 hours		90%	81%	Workplace and Governance	Of the 16 claims lodged to date, 13 were lodged within the timeframe.	
O: Incident and Claims Management	All lost time injuries are managed in accordance with Council processes		100%	100%	Workplace and Governance	All completed per requirements to date.	

Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	and procedures 100%					
	Workers Compensation Insurance maintained or reduced annually		100%	100%	Workplace and Governance	Achieved. FY19-20 premium was \$1,159,251.90 FY20-21 premium is \$987,444.29
P: Workplace Health & Safety (WHS) and Wellbeing O: Wellbeing	The number of overall employees engaged in wellbeing initiatives		50%	72%	Workplace and Governance	On track 72% at midway point.
	Successful delivery of the annual Safety Day		100%	0%	Workplace and Governance	Booked in for February 2021
	Active participation, through attendance at wellbeing initiatives, by the nominated Peer Support ambassadors		75%	0%	Workplace and Governance	Due to COVID-19, no progress made due to restrictions on face-to-face activities
	Peer Support meetings per annum		4	2	Workplace and Governance	Two out of four completed. On track at midpoint.
P: Workplace Health & Safety (WHS) and Wellbeing O: WH&S	The average number of employees tested annually as part of the QPRC random drug and alcohol program		20%	10%	Workplace and Governance	On track: 44 tested to date, with target of 92 for the year.
	WHS Committee meetings per annum		4	2	Workplace and Governance	On track at midpoint. August and November completed.
	HSEQ Accreditation maintained		100%	100%	Workplace and Governance	Surveillance audit and continued certification achieved.
	Health monitoring undertaken and maintained as per legislative requirements		100%	100%	Workplace and Governance	All employees to date have undergone health monitoring as per policy.
	Mock evacuations undertaken in accordance with legislative requirements		100%	0%	Workplace and Governance	Two evacuations scheduled for early 2021.







Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 42 Digital						
P: Applications O: Applications	Availability to users p.a.		99%	100%	Digital	Whilst there were no TechOne-wide outages, there were regular reports of failed ECM attachments. Systems team will review the ECM rendering issue in early 2021.
P: Network O: Network	Network availability to users		99%	99%	Digital	The first half of the financial year saw significant upgrades to the data network links to the three main sites. The Wide Area Network (WAN) optimisation work included essential hardware upgrades and collaboration with Telstra to transition over to a 10x faster, and cheaper, internet links. There was a brief unplanned outage in July 2020 as a result of a bug in new hardware from our cybersecurity vendor and a five minute scheduled outage during business hours in September and October.
P: Network O: Telecoms	Availability to users p.a.		99%	99%	Digital	The first half of the financial year saw significant upgrades to the telephony links at the three main sites. The Digital team worked with Telstra and scheduled most outages out of hours to upgrade Council's VoIP telephony links to Telstra Connect IP network with minimal business hours impact. There was a brief unplanned outage in July 2020 as a result of a bug in new hardware from our cybersecurity vendor and a five minute scheduled outage during business hours in September and October.
P: Systems O: Systems	ERP integration failures		1%	1%	Digital	During the reporting period, there were no major changes to the applications. There have been a few enhancements for taxation purposes, new tax scales re COVID, slight changes made to systems for Office 365, and the recruitment module. These changes were system (behind the scenes) changes with minimal or no user impact.





Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
Service 43 Financial						
P: Financial Accounting	Quarterly Budget revisions reported within required statutory timeframes.		100%	50%	Finance	First quarter review presented to Council in November. Second quarter review due in February 2021 and third quarter in May 2021.
O: Management Accounting	Grants are acquitted within required timeframes.		100%	100%	Finance	
P: Revenue	Rates, Annual charges, interest and extra charges outstanding percentage is under Local Government Benchmark		10%	10%	Finance	Year end ratio negatively impacted by COVID and change to accounting treatment of prepaid rates. Council remains slightly within benchmark.
O: Revenue Accounting	Rates and Water billing notices issued in accordance with statutory requirements		100%	50%	Finance	Rates notices for August and November were issued in accordance with statutory requirements. February and May notices to be issued in 2021
	Revenue Policy developed within required statutory timeframes		100%	0%	Finance	Planning for Revenue Policy has begun for 2021-22. Revenue Policy is required to be adopted by June each year. This KPI is an end of year measure.
Service 45 Risk						
P: Business Continuity	Business Continuity Plan updated following test		100%	0%	Workplace and Governance	Not yet completed.
O: Business Continuity Plan	Annual Test and Review completed		100%	0%	Workplace and Governance	COVID BCP plans and sub plans are continuing to be updated as needed. General BCP plans are a work in progress and require further reviews.
	Conducted annually		100%	50%	Workplace and Governance	Maintained, but require regular review. Pandemic crisis response are maintained in accordance with Public Health Orders per service.
P: Insurances	Insurances reviewed, valued and renewed by due date		100%	0%	Workplace and Governance	Due to be renewed April 2021
O: Risk Management	Premium rebate as % of value from Statewide following audit		5%	0%	Workplace and Governance	Workers Compensation result better than previous. Waiting on actual premium rebate result. In progress.








Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
	Audit of one risk system (annually in conjunction with Statewide Mutual) - a		1	1	Workplace and Governance	In progress
P: Risk O: Risk Register	Risk Register updated regularly - Twice p.a.		100%	60%	Workplace and Governance	On track and in progress.
Service 46 Property						
P: Property Management O: Property management	Leases and licenses register kept up to date		100%	50%	Workplace and Governance	The register is currently being digitised and input into the Tech1 system.
Service 51 Strategy						
P: Communications O: External Communications	Increase in subscriptions to weekly e-newsletter - 10% increase p.a.		10%	13.7%	Customer and Communications	Total number of subscriptions on 1 July 2020 was 2,105. This increased by 288 to 2,393 by 31 December 2020. This represents a 13.7% increase.
P: Communications O: Internal Communications	Increase in staff satisfaction with internal communications - Annual internal communications survey		100%	80%	Customer and Communications	An internal communications satisfaction survey was not conducted in 2019-20 due to the impacts of bushfires and the COVID-19 pandemic. A survey is planned for the second half of 2020-21. The Workplace and Culture branch did survey staff in July 2020 regarding the impact of COVID and working from home arrangements. Some of the key findings were: <ul style="list-style-type: none"> • How confident are you in finding of accessing relevant information? 80% same as pre-COVID and 13% more than pre-COVID. • How often do you connect with your supervisor? 71% same as pre-COVID and 17% more than pre-COVID.
P: Communications O: Media Liaison	Media enquiries responded to by requested deadline		100%	95%	Customer and Communications	On a small number of occasions, journalists who submitted enquiries were advised immediately when their deadline was not realistic or was unable to be achieved. In all cases, the journalists were understanding and renegotiated deadlines

Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
						were met. On one occasion a deadline was well overdue when a project officer failed to respond to numerous requests. This officer was the only one able to respond and was also reliant on information being provided by an external consultant.
P: Communications O: Social Media	Growth in corporate social media accounts - 20% per annum		20%	10%	Customer and Communications	The total number of Facebook and Twitter followers at 1 July 2020 was 13,766. This has increased by 1,386 to 15,152 as at 31 December 2020, representing a total growth rate of 10%.
P: Communications O: Website and Intranet	Increase in number of unique hits on website 10%p.a.		10%	14%	Customer and Communications	In the 2019-20 financial year, the QPRC website received 810,869 hits. To achieve a 10% increase for 2020-21, the site needs to register 891,956 hits - or 445,435 per six months. In the first six months of 2020-21 it is tracking ahead of this mark at 463,591 hits. This currently represents a 14% growth rate.
	Increase in usage of online services 10%p.a.		10%	-44%	Customer and Communications	In 2019-20, 20,735 online transactions, requests or certificate requests were complete. Due to issues with the Tech1 platform, Council was unable to take online requests for certificates (10.7, drainage diagrams etc) during the period. Council's Digital branch was working with Tech1 to resolve the issue. During the period, Council received 1,647 online customer requests through the Tech1 online portal. In addition, 4,152 water and rates payments were received via Council's online portal. This is a total of 5,799 for this six-month period which is equivalent to a -44% decrease.
P: Integrated Planning and Reporting O: Community Survey	Satisfaction with Council is improving >75%		75%	70%	Customer and Communications	Council's overall satisfaction remained steady at 3.5 out of 5 in the survey that was conducted in March 2020. The rating of 3.5 equates to 70% and was above nine other similar sized councils. The

Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
						next survey is not scheduled until 2022.
P: Integrated Planning and Reporting O: Integrated Plans (CSP, DP, OP) & Resourcing Strategy	Plans prepared and reviewed within required statutory timeframes and engagement strategy		100%	100%	Customer and Communications	The 2019-20 Annual Report was presented to Council in November 2020 and placed on Council's website.
Service 52 Executive						
P: CBRJO O: Other Regional Participation	Delivery of annual cross border workplan >80%		80%	0%	Workplace and Governance	The ACT/QPRC cross border workplan has not been updated with COVID recovery took priority for both jurisdictions. One meeting was held with the Chief Minister in December canvassing cross border COVID, transport, water, planning and business park matters. QPRC has lodged the Environmental Impact Statement for Queanbeyan STP upgrade and is working through ACT EPA and the utilities regulator regarding terms of licence for the new STP. A further meeting was held to reframe the workplan to align with the new ACT/NSW MoU.
P: Complaints/ Privacy Management O: Code of Conduct	Code of Conduct complaints managed and processed in line with Councils Code of Conduct and Code of Conduct Guidelines		100%	100%	Workplace and Governance	One complaint ran overtime at the request of the reviewer, however, this was outside the control of QPRC.
	Code of Conduct complaints reported as required by Office of Local Government		100%	100%	Workplace and Governance	Completed and submitted by 30 November 2020
	Annual report produced within required timeframe		100%	100%	Workplace and Governance	The 2019-20 Annual Report was presented to Council in November 2020 and uploaded to the website.
P: Councillors O: Councillor Induction and Training	Training Program developed and delivered for each councillor		100%	100%	Workplace and Governance	Registrations completed for all Councillor training requests.
P: Councillors	Designated persons required to complete		100%	100%	Workplace and Governance	Completed and submitted to September 2020 Council meeting.

Delivery Program Update – July-December 2020

Program/Output	KPI	Result	Target	Actual	Responsible Branch	Comment
O: Disclosure of Interests	returns and register reported to Council within statutory timeframe					
P: Governance O: Policy	Policies reviewed by their required date		100%	50%	Workplace and Governance	50% of all policies have been harmonised and are progressively being worked through.
P: Legal O: Delegations	Delegations Register kept up to date		100%	25%	Workplace and Governance	Significant work is being made on moving the delegations into the CiAnywhere environment. This will also see a refresh of all delegations across Council. Project commenced.
P: Meetings O: Agendas/ Minutes	Agendas publicly available Friday prior to Council meeting		100%	100%	Workplace and Governance	On track.
	Resolutions actioned before next meeting >90%		90%	0%	Workplace and Governance	New process implemented. Actions sent to Executive.
P: Public information O: Government Information Public Access Management	Applications processed within statutory timeframe of 20 working days		100%	100%	Workplace and Governance	All completed within time frame or with approved extensions.
	Eligible entries placed into the Disclosure log on Council's website		100%	100%	Workplace and Governance	Completed.
	Completion of Annual GIPAA Report		100%	100%	Workplace and Governance	Reported to Council and Information and Privacy Commission GIPA tool database updated.
P: Public information O: Public Interest Disclosures	Complaints processed within prescribed timeframe		100%	100%	Workplace and Governance	No complaints received to date.
	Six monthly report completed within required timeframe		100%	95%	Workplace and Governance	Completed, however a new login was required from the Ombudsman following the retirement of the Service Manager, Legal and Risk.

Delivery Program Update – July-December 2020

Appendix 1 – Project update

Project update - Strategic Pillar 1

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

Action	Status	Progress comment	Responsible branch
100681 Stronger Communities \$9m - Eastern Pools	Completed	The project was finished prior to the opening of the Braidwood pool for the 2020-2021 season. The work included the replacement of underground plumbing infrastructure and re-tiling of the pool.	Recreation and Culture
100698 QBN - Stronger Communities \$9m – Aquatic Centre paint and restore	In Progress	Works have been scoped, currently sourcing suitable contractors to undertake the works.	Transport and Facilities
100749 QPR - Library Purchases Books and Non Books *	In Progress	Annual program that is continuing as planned	Community and Education
100918 QPR - Regional Animal Management Facility - identify site and design	Delayed	Funding was not carried forward to the 2020-21 financial year, however remains in reserve. Investigations are continuing.	Customer and Communications
100966 QBN - Aquatic Centre Plant Replacement	In Progress	Approximately 75% of the budget has been spent. This covered the resurfacing of the Queanbeyan indoor pool (pool concourse and all change rooms) in January 2021.	Recreation and Culture
100991 QBN - Creating a welcoming community space in Queanbeyan Library	In Progress	Final expenditure on furniture to suit the new QPRC/Library building to be done in the coming months.	Community and Education
104020 QBN - Refurbishment of Library Activity Room *	Completed	Activity room refurbishment almost complete - very minor works yet to be completed.	Community and Education
104105 BWD - Pool Upgrade	In Progress	An architect has been engaged to create designs for the development application. Draft designs have been completed.	Recreation and Culture
104196 QBN – Upgrade of playground at Jerrabomberra CC	Completed	The project has been completed and the playground is operational. The children using it, love it.	Recreation and Culture
104252 QBN - Purchase of scanner	Completed	Scanner purchased for Records digitisation project, in constant use and making huge inroads to the backlog of print records.	Community and Education
104263 BGD - Solar Heating Bungendore Aquatics	Withdrawn	Designs were completed and a development application was approved for the project. With the notification that the site will be demolished to make way for the new Bungendore High School, we will not be proceeding with this project at the current site.	Recreation and Culture
104291 QBN - Aquatic Centre HVAC/ Boiler replacement	In Progress	Scope identified, working on specification.	Transport and Facilities

Delivery Program Update – July-December 2020

Action	Status	Progress comment	Responsible branch
104375 BWD – Teenager and Adult Disabled Change Table	Completed	Complete	Urban Landscapes
107001 QBN – Rusten House Arts Centre Refurbishment	In Progress	Almost complete (95%) Car park is the only remaining element of the project - this should be finalised by end-March 2021	Community and Education



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

Delivery Program Update – July-December 2020

Project update - Strategic Pillar 2

Action	Status	Performance comment	Responsible branch
100944 BWD - Braidwood Saleyards upgrade	Delayed	Due to closure and restricted operations from COVID, this project has been delayed	Business and Innovation
104092 QBN - City of Champions Walk	Not Yet Started	No funding received to commence project	Business and Innovation

Project update - Strategic Pillar 3

Action	Status	Progress comment	Responsible branch
100177 QBN - CBD Improvements - Stage 2	In Progress	Final action is to construct entrance from Collett St. Difficulties with Plaza Management remain, due to change of Plaza ownership.	Urban Landscapes
100184 QPR - Regional Sports Complex - Stage 1	In Progress	Hazardous waste removal complete. Tender evaluation progressing to select civil works contractor.	Urban Landscapes
100285 QBN - Showground Pavillion & Storage *	In Progress	Exhibition period progressing and current for comment on archaeological survey results.	Urban Landscapes
100557 BWD - Braidwood Recreation Ground Construction	Not Yet Started	Waiting for developer contributions from the Braidwood gold mine.	Urban Landscapes
100692 BGD - Stronger Communities \$9m – Bungendore sports hub *	In Progress	Development application approved. Construction certificate received. Bulk earthworks commenced.	Urban Landscapes
100984 BGD - SCCF - Sports Hub Stage 2 *	In Progress	Project merged with stage 1.	Urban Landscapes
100993 QBN - Brad Haddin Oval Storage Shed	In Progress	New shed constructed. Water connection to shed in progress.	Urban Landscapes
100996 QBN - Royalla Playground **	Not Yet Started	Grant application unsuccessful.	Urban Landscapes
104038 QBN - SRV - Blackall Park Shelter	Completed	Complete	Urban Landscapes
104039 QBN - SRV - Hope Marland Park Playground	Completed	Project complete, with official opening held in December 2020.	Urban Landscapes
104040 QBN - SRV - Taylor Park Irrigation	Completed	Completed	Urban Landscapes

Delivery Program Update – July-December 2020

Action	Status	Progress comment	Responsible branch
104087 QBN- Construction of Googong Sub-Depot - Parks	In Progress	Development application lodged and being assessed.	Urban Landscapes
104244 QBN - Moore Park improvements **	Not Yet Started	Reliant on grant funding – not yet successful	Urban Landscapes
104245 BWD - Braidwood Recreation Ground drainage channel	In Progress	Design work currently progressing.	Urban Landscapes
104246 QBN - Orana Park, Crestwood Playground & Shade Sail	Completed	Complete	Urban Landscapes
760502 QPR - Memorial Park Site Studies	In Progress	<p>Community meeting was held on 15 September. This was held via Zoom due to COVID-19 restrictions. The meeting was independently facilitated by Communication Link, with 51 residents registering to attend the meeting. Following the meeting, a listening report was prepared and made available to participants and QPRC councillors.</p> <p>An information report was presented to the November Planning and Strategy Committee meeting, providing an update on the community meeting and advising that additional groundwater monitoring would be undertaken following recent rainfall.</p> <p>Following Council resolution from 2017, planting and fencing will take place during February and March.</p>	Urban Landscapes
104196 QBN – Upgrade of playground at Jerrabomberra Community Centre	Completed	The project has been completed and the playground is operational. The children love the playground.	Recreation and Culture



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

Delivery Program Update – July-December 2020

Project update - Strategic Pillar 4

Action	Status	Progress comment	Responsible branch
100225 QBN - Council Chambers Interior Refurbishment - building	In Progress	Works have been scoped with quotations being sourced.	Transport and Facilities
100265 QBN - Civic and Cultural Precinct	In Progress	Development application was approved by the Southern Regional Planning Panel in December 2020. Tenders were called in November 2020 and successful tender expected to be awarded at the February Council Meeting. Construction to commence soon after tender award.	Contracts and Projects
100353 QBN - SRV - Bitumen Resealing - CityCARE	In Progress	The 2020-21 SRV bitumen resealing program is currently in progress.	Transport and Facilities
100354 QBN - SRV - Pavement Rehabilitation - CityCARE	In Progress	The 2020-21 SRV pavement rehabilitation program is in progress.	Transport and Facilities
100359 QPR - Security Project - Access Control and key replacement	In Progress	The roll out of access control into Council sites is continuing to progress.	Transport and Facilities
100548 BGD - Bungendore Landfill Reinstatement	Not Yet Started	Development of contract documents to begin shortly	Utilities
100565 BGD - South Bungendore Drainage - Ellendon to Molonglo St	In Progress	Part of Voluntary Planning Agreement. First payment has been made. .	Utilities
100861 BGD - car park off Ellendon St	In Progress	<p>At its October 2020 meeting, Council resolved to proceed to tender for construction of the central car park in Bungendore on the following parameters:</p> <ul style="list-style-type: none"> • Provide up to 60 public and disabled carparking spaces, with vehicular access from Ellendon St and pedestrian access from Malbon St, public toilets, and EV charging facilities, sited in accord with Option 1. • Optimise landscaping and tree planting for shade and amenity. • Progress acquisition of and form a pedestrian access from Gibraltar St to the carpark. • Within the allocated funding of \$1m loan and \$660k from land sales and s94 carparking contributions. <p>Based on the resolution, consultants are revising the designs prior to tenders being called.</p>	Contracts and Projects
100862 BWD - Car park Wallace St	In progress	Concept sketches for the project have been identified. Further scoping is required to carry out a thorough cost estimate.	Contracts and Projects
100864 QBN - Waterfall path	In progress	Scope in finalisation stage. Modification to guard rail, retaining wall and handrail will be required.	Contracts and Projects

Delivery Program Update – July-December 2020

Action	Status	Progress comment	Responsible branch
100866 QBN - Alanbar: Cooma to Waratah	In progress	Footpath to be on the northern side of Alanbar linking the existing path to Cooma St.	Contracts and Projects
100867 QBN - Anne St: Brigalow to Donald	Not yet started	Project not started	Contracts and Projects
100868 QBN - Route N1-N3 Stage 1	Not yet started	Project not started	Contracts and Projects
100869 QBN - Thorpe to Barracks Flat Dr paths	In Progress	The bridge and path approaches has been completed. Further path works have been completed to the south. Further extension of the paths will join with path to the south of the Ellerton Drive extension and also towards Dane Street to the north	Contracts and Projects
100871 BWD - Monkittee Bridge path **	Delayed	Funding for a new bridge yet to be realised. Transport for NSW is funding safety rail upgrades and path approaches. We will continue grant funding applications and commence a new project should funding be announced	Transport and Facilities
100874 BGD - Develop options report Reschs Creek Bridge	Not Yet Started		Contracts and Projects
100879 BWD - office smart hub/cultural space	In Progress	At its December meeting, Council resolved to finalise the design prior to seeking tenders, and if required, seek additional grant or Council funding to supplement the budget. Project now with Contracts and Projects branch for progression.	Transport and Facilities
100894 QBN - Monaro St Refurb Stage 1	In progress	The Monaro Street project was identified as part of the Queanbeyan CBD Masterplan. This project will involve design of refurbishment works in Monaro Street from Lowe Street to Collett Street and construction of refurbishment works in Monaro Street from Lowe Street to Crawford Street. Total funding for the project is \$15.5m with \$5.5m funded by Council and \$10m funded by Regional NSW. Investigation works for this project began in October 2020 with contractors undertaking traffic counts, site survey and services location. A draft traffic report has been submitted and is being reviewed and information collected from the site survey is being processed. Draft options have been prepared for consideration prior to the preparation of a concept design. Communication and engagement commenced with a series of internal and external stakeholder engagement activities focusing on highly impacted stakeholders. Feedback from these sessions has informed the draft options. Council's Placemaking Team has been busy liaising with impacted businesses through these initial stages of consultation.	Contracts and Projects
100896 QBN - Rutledge car park	Not yet started	This projects sits further in the delivery and masterplan stages	Contracts and Projects
100953 BGD - Bungendore Flood Plain Works	In Progress	This project is PJ104212 BGD Flood Risk Management Study & Plan. The construction commenced in June. Bulk earthworks and service relocation along with the creek bed	Contracts and Projects

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Action	Status	Progress comment	Responsible branch
		protection works have been completed. Approx 50% of planting completed with full completion early February.	
100959 QBN - Upgrade Bicentennial Hall	In Progress	Works >95% complete, The building is operational. Review of internal panelling is underway to ensure it is fit for purpose. Several events have been held with fantastic reviews received.	Contracts and Projects
100963 QBN - Aquatic Centre - Replace Fencing	Completed	This project has been completed.	Transport and Facilities
100965 QBN - Axis Youth Centre - Renew fencing	Completed	This project has been completed.	Transport and Facilities
100975 QBN - South Jerrabomberra Business Park	In Progress	Construction commenced with works approximately 30% complete. TfNSW concurrence on the signal designs has been received. Service completion is expected late March with open to traffic late June	Contracts and Projects
100986 BWD - Majors Creek RFS Station replacement	Completed	The construction of the RFS shed is now completed, and RFS is now moved in. The old shed will be handed over to Majors Creek reserve trust.	Contracts and Projects
101002 QPR - Local Roads Renewal	In Progress	The local roads renewal program for the 2020-21 financial year is currently in progress.	Transport and Facilities
101013 QPR - Roads to Recovery	In Progress	The 2020-21 Roads to Recovery program is in progress. All projects have been approved by R2R, with construction works to commence in January 2021.	Transport and Facilities
101067 BWD - Saleyards Lane Reseal	In Progress	The survey and design works have been completed. Continuing with project estimation, looking to complete construction works in the 2020-21 financial year.	Transport and Facilities
101196 QPR - Traffic Modelling	Delayed	Reverse brief is currently being assessed	Contracts and Projects
101217 QBN - Uriarra/Ross/Stornaway - traffic changes	In Progress	The project is progressing well and is expected to be complete by March. The next stage of construction includes laying asphalt and line marking. This will be completed at night to reduce disruptions to motorist and shorten the time frame. The signals are expected to be operational by the end of March.	Contracts and Projects
101219 QBN - Burra S bends	In Progress	Survey, design, land acquisitions and environmental approvals have all been completed. Construction onsite is progressing well, but the project has been significantly delayed due to wet weather. Project due to be completed in March 2021.	Transport and Facilities
101296 QBN - Blackspot-Crawford/Erin/Campbell Street Intersections	In progress	This project is funded for design of signals at Antill St to allow gaps at Erin St. Survey has been completed. Design commenced	Contracts and Projects
101297 BGD - Rehab Tarago Road Between Mt Fairy and Goulburn Mulwaree border	In Progress	The survey and design for this project is now complete. Construction will commence when resources from other construction sites becomes available. Construction activities is scheduled to commence onsite this financial year.	Transport and Facilities

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Action	Status	Progress comment	Responsible branch
101300 QPR - Local Roads Rehabilitation	In Progress	The 2020-21 local roads rehabilitation projects are underway.	Transport and Facilities
101459 QBN- Purchase Dunns Creek Road corridor and design	In progress	Deed received and cashflow identified. Discussion with Office of Environment and Heritage have suggested that the Council preferred road corridor is not suitable for the road. Additional spatial survey is required to assist with alternate routes	Contracts and Projects
101460 BWD - Drought Relief - Araluen Road – Braidwood	Completed	This project was funded in the 2018-19 financial year and completed in June 2019.	Transport and Facilities
102006 CFL - MR270 - Captains Flat Rd - Capital	Not Yet Started	Gravel resheeting works are planned on Captains Flat Road. Due to commence in February 2021.	Transport and Facilities
102012 BWD - Cooma Rd/Krawaree Rd	In Progress	Gravel resheeting works on Cooma/Krawaree Road has commenced.	Transport and Facilities
102064 NRG - Nerriga Rd Section 3 - Reconstruct widen and seal - Ningeenimble Project	In Progress	Environmental assessments and survey works are now complete. Finalising design and land acquisitions. This project is not currently in the Monaro-Palerang roads package, pending savings on other package projects. Awaiting further funding.	Transport and Facilities
102065 NRG - Nerriga Rd Section 4 - Reconstruct widen and seal - Durran Durra	In Progress	Survey, design and environmental approvals has been completed and Council is finalising land acquisitions. Construction activities are progressing well onsite with majority of vegetation removed and drainage installations complete. Pavement works are also progressing well.	Transport and Facilities
102066 NRG - Nerriga Rd Section 5 - Reconstruct widen and seal - Euradox Rd to Tates Ln	Not Yet Started	This section of road is not currently included in the grant funding agreement. Grant application submitted through Bushfire Local Economic Recovery Fund.	Transport and Facilities
102067 NRG - Nerriga Rd Section 5 - Reconstruct widen and seal - Oallen Rd to Willow Fo	In Progress	This section of road isn't currently in the grant program agreement. Council has commenced survey and design on this section along with designs to replace the two existing causeways. This section of road is also part of an additional Fixing Country Roads grant application and Bushfire Local Economic Recovery Fund funding application.	Transport and Facilities
102073 BWD - Captains Flat Rd - between Jinglemoney Rd and Obriens Rd	In Progress	The survey, design and environmental approvals have been completed. Construction onsite has commenced and is progressing well. Project is scheduled to be completed in March 2021.	Transport and Facilities
102076 BGD - Roundabout on Malbon St *	In Progress	The significant elms have been pruned and are responding with vigour. The Transport for NSW approval will not allow a garden in the centre of the roundabout. Further updates to the community are now required noting their desire for a garden. Strategies for beautification of the entrance to Bungendore will now look to focus further to the south on Molonglo St.	Transport and Facilities
102088 BWD - Nerriga Rd Section 18 – Construct Intersection with MR51	In Progress	Survey and design works are complete. Currently working through environmental approvals for the project. Works to commence onsite in 2021.	Transport and Facilities

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Action	Status	Progress comment	Responsible branch
102098 CFL - Upgrade Captains Flat Road	In Progress	Survey and design works have commenced on priority sections of Captains Flat Road. A nominated schedule is to be workshopped with Council prior to formal approval being sought from Transport for NSW.	Transport and Facilities
104068 QBN - Museum Building - Replace asbestos vinyl floor tiles	In Progress	Quotes for the works have been sourced. Works to be completed in May 2021, delays due to major works in adjacent building restricting access.	Transport and Facilities
104073 QBN- The Q Performing Arts - Fire System	In Progress	Design consultancy awarded to contractor and installation works are progressing well.	Transport and Facilities
104074 QBN - Googong Community Centre- Internal upgrades	Not Yet Started	Series of minor works identified. Works planned to commence in 2021.	Transport and Facilities
104076 BGD - Community Centre - Refurbishment	Completed	This project is now complete.	Transport and Facilities
104077 CFL - Hall repair Leaking Roof	In Progress	Quotations received, revisions to be made before works commence.	Transport and Facilities
104078 BWD - Council Offices - Customer Area	In Progress	Upstairs offices and old GM's office have been painted. This project is tied in with the smart hub project (100879), which is currently at design and consultation stage.	Transport and Facilities
104089 QBN - Smart City Working Group - CCTV and Wi-Fi install	Completed	Install of wi-fi and CCTV in the Queanbeyan Caravan park completed	Business and Innovation
104093 BGD - Depot Replacement	Completed	New depot lunchroom, toilets and meeting room are now complete. The project was completed in September 2020.	Transport and Facilities
104107 QBN - South Jerrabomberra Northern Entry Road	In progress	Construction commenced with works approximately 30% complete. TfNSW concurrence on the signal designs has been received. Service completion is expected late March with open to traffic late June	Contracts and Projects
104160 BGD - Gidleigh Lane – Gidleigh Bridge Replacement	In Progress	All survey and design works have been completed. Land acquisitions have commenced. Site works have commenced to install the side track. The bridge components have been delivered to Bungendore, ready for installation.	Transport and Facilities
104161 BWD - Mayfield Road – Reedy Creek Bridge Replacement	In Progress	Survey works have been completed. Consultants are progressing on the final design for the bridge replacement before an order will be placed for the bridge componentry.	Transport and Facilities
104169 BGD - Mulloon RFS Station – Design and Construction	Not yet started	Discussion with Crown Lands underway regarding existing physical access noting that the current legal access is not safe.	Contracts and Projects
104212 BGD - Flood Risk Management Plant Implementation	In progress	The construction commenced in June. Bulk earthworks and service relocation along with the creek bed protection works have been completed. Approx 50% of planting completed with full completion early February.	Contracts and Projects

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Action	Status	Progress comment	Responsible branch
104247 QBN - Rosa St School Pedestrian - Upgrade	Completed		Contracts and Projects
104248 QBN - Blackspot - OCR/Railway Crossing Curve Upgrades	In Progress	Road safety audit complete. Design complete. Construction to commence late February	Transport and Facilities
104249 BWD - Blackspot - Araluen rd – Corridor Safety Treatment	In Progress	Concept sketch complete. Funding successful Clearing being procured with the bulk of the funds to be spent on guard rail.	Transport and Facilities
104250 QBN - Cooma St/Glebe Avenue Pedestrian Safety Upgrade	Completed	Different options reviewed. Option that gained Transport for NSW approval implemented. Enhanced pedestrian crossing signage and a speed zone review resulting in extension of the school zone (40km/h) and reduction to 50km/h outside of school hours.	Contracts and Projects
104290 QBN - Depot - Fire services compliance works	Not Yet Started	Working through design requirements.	Transport and Facilities
104292 QBN - Westpac/ Headspace replace HVAC system	In Progress	Quotation documentation completed in line with consultant's report. Consultation with building occupants ongoing. Scheduled to commence March 2021.	Transport and Facilities
104296 CWL - Stoney Creek Hall Internal Refurb	In Progress	Works identified, consulting with S355 committee for scope and timing.	Transport and Facilities
104298 BGD - School of Arts - Refurb Toilet & external redecoration	Not Yet Started	Scope of works being developed	Transport and Facilities
104299 BWD - Depot - Security gates and repair to workshop	Not Yet Started	Scope of works being identified.	Transport and Facilities
104359 QBN - Shared Path along Lanyon Drive	Delayed	This road is a classified TfNSW road. Applications for Active Transport will be applied to this route. Parts of this project have been previously completed and a review of the current Bike Plan is required	Contracts and Projects
104362 BWD - Footpath Wallace St	In Progress	Design works have been completed. A contractor has been engaged to undertake the works. Scheduled to commence onsite in February 2021.	Transport and Facilities
104364 QBN - Railway Park Organic Community Garden lighting	Completed	Project complete	Transport and Facilities
104365 BGD - Butmaroo St Seal	In Progress	Local Roads and Community Infrastructure Program funding approved. Survey and design works are progressing.	Transport and Facilities
104366 BGD - Majara Street Seal	In Progress	Local Roads and Community Infrastructure Program funding approved. Survey and design works are complete. Construction to commence in 2021.	Transport and Facilities

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Action	Status	Progress comment	Responsible branch
104367 QBN - River Path-Dane St toward Barracks Flat	In progress	This project is a continuation of the Barracks creek bridge. The design is currently being finalised with construction expected this FY	Contracts and Projects
104368 QBN - Williamsdale Road Seal	In Progress	Survey and designs works are well progressed. Environmental approvals are planned. Construction activities to commence onsite this financial year.	Transport and Facilities
104369 BWD - Recreation Ground - extend stormwater pipe to enable skatepark	In Progress	Council staff are finalising the design for this project. Construction to commence in 2021.	Transport and Facilities
104370 BWD - Lascelles St Upgrade	In progress	Design is complete. It is currently with Heritage NSW with construction expected to commence in March 2021.	Contracts and Projects
104385 Bus Safety Upgrade Proposal – Burra Rd	In Progress	Design complete. Funding obtained. Consultation with bus company complete. Construction to be added to the nearby Burra Rd S Bends	Contracts and Projects
700031 QBN - Stormwater Improvement Program	In Progress	This is the Hoover Road project. Now nearing completion. Will be complete in third quarter	Utilities
700128 BWD - Water Services Replacement	In Progress	60% complete. Remainder to be complete by 30 June	Utilities
700140 BGD - STP Recycled Water System	In Progress	Contract awarded. Works to commence in February and extend into 21-22	Utilities
700166 QPR - Water connections – Palerang	In Progress	Ongoing	Utilities
700168 QPR - Sewer connections – Palerang	In Progress	Ongoing	Utilities
700169 QBN - Sewer connections	In Progress	Ongoing	Utilities
700188 QBN - Reservoir access and integrity upgrades	Completed	Investigation component complete. Works to be developed from this in future budgets	Utilities
700191 BGD - water treatment plant	In Progress	Design and concept works well advanced. Process underway for land acquisitions. Electrical design underway. Expect some constructional components to be underway before 30 June.	Utilities
700192 BGD - reservoir	In Progress	Contract awarded. Works to begin in February	Utilities
700193 QBN - Mains	In Progress	First works complete (Wattle Street). Ross Road project now underway.	Utilities
700202 QBN - Telemetry	Not Yet Started	Works yet to be defined	Utilities
700213 QBN - Sewer Pump stations	Not Yet Started	Works yet to be defined	Utilities

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Action	Status	Progress comment	Responsible branch
700226 QBN - Water Connection Jerra Business Park	In Progress	Work to connect water/sewer services to the Jerrabomberra Business Park is continuing and expected to be completed by March 2021.	Utilities
700227 QBN - Sewer Connection Jerra Business Park	In Progress	Work to connect water/sewer services to the Jerrabomberra Business Park is continuing and expected to be completed by March 2021.	Utilities
710025 QPR - Old landfills	Delayed	Relates to Braidwood landfill. Designs yet to be achieved	Utilities
800000 QPR - Fleet Purchases	In Progress	Ongoing	Utilities
800010 QPR - Plant Purchases	In Progress	Ongoing	Utilities
800020 QPR - Fleet Sales	In Progress	Ongoing	Utilities
800025 QPR - Plant Sales	In Progress	Ongoing	Utilities



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Project update - Strategic Pillar 5

Action	Status	Progress comment	Responsible branch
100122 QPR - IT Tablet & Phone Purchases	In Progress	Ongoing project: Deployed 44 tablets and mobile phones during the past six months.	Digital
100168 QPR - Hardware Refresh – IT equipment	In Progress	Ongoing project: Deployed/refreshed 55 more laptops during the past six months. From now on the default device issued will be a laptop (with certain exceptions such as for CAD and graphics users).	Digital
100970 QPR - Ipad/Laptop - Remote Access for Staff	In Progress	<p>Of the 140 laptops scheduled for FY20-21, 55 have been deployed. The project will continue as a priority for the remainder of the year; and possibly into the next FY.</p> <p>The WFH period that lasted for more than six months thoroughly tested QPRC's Citrix/remote access solution. At the peak of WFH, there were about 100 concurrent users and approximately 140 unique daily users. The entire solution worked well, and the WFH staff were genuinely impressed. The Digital team received dozens of emails /thank you notes from those users.</p>	Digital