



Ordinary Meeting of Council

23 February 2022

**UNDER SEPARATE COVER
ATTACHMENTS**

ITEMS 9.9 TO 9.13

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

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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.9 DRAFT COMMUNITY STRATEGIC PLAN 2042

ATTACHMENT 1 DRAFT COMMUNITY STRATEGIC PLAN (LOW RES)

Draft Queanbeyan-Palerang

Community Strategic Plan 2042



Queanbeyan-Palerang Regional Council

**Acknowledgement
of country**

We would like to acknowledge the traditional custodians of the Queanbeyan-Palerang region and pay our respects to elders past, present and emerging. We acknowledge the stories, traditions and living cultures of our First Nations peoples on this land and commit to building a brighter future together.

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Contact Us

Please contact Council with any enquiries regarding the Queanbeyan-Palerang Community Strategic Plan 2042:

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- e** council@qprc.nsw.gov.au

Message from the Mayor

Queanbeyan-Palerang Regional Council is proud to present our next Community Strategic Plan (CSP) – Towards 2042 following the election of our new Council in December 2021. The CSP draws on fresh engagement and outlines our community's vision for the future across the areas of community, economy, environment, infrastructure and civic leadership as required by the Integrated Planning and Reporting Framework.

Our previous CSP 2018-2028 provided a solid basis for this refreshed plan which maintains the key strategic pillars of Community, Choice, Character, Connection and Capability. We are conscious that a CSP needs to remain sure in its direction whilst being flexible enough to respond to new and emerging issues. To conduct this review, we've consulted extensively with the community, with more than 1,700 people, or 2.8% of our population, contributing to review our community vision, priorities and aspirations for the next 20 years. We have then developed strategies to achieve those aspirations and measures to monitor our progress and achievements.

In recent years, the Queanbeyan-Palerang region has experienced a growing population and changing demographics with expanded infrastructure and facilities. It is an exciting time to welcome new people while ensuring we maintain the identity of our diverse Council area, we develop in a balanced and sustainable way, and our infrastructure keeps pace with change. We also need to collaborate with our partners to ensure

adequate employment opportunities, our economy is resilient and growing, and our community has the services it needs.

This plan seeks to preserve, enhance, and protect the things we love about our community, such as the beautiful natural landscapes and river corridors, our welcoming community, and the balanced, affordable rural lifestyle. At the same time, its strategies aim to address challenges in collaboration with our community and partners. Key challenges identified include housing availability and affordability, road safety and maintenance, adapting to climate change, promoting environmental sustainability, pedestrian friendliness and support for vulnerable cohorts through aged and disability services.

Council looks forward to working with our community and partners to achieve the aspirations outlined in the CSP. Our next primary task is to develop our Delivery Program, which will actively consider how Council can resource the programs and projects it holds responsibility for within the CSP.

Cr. Kenrick Winchester, Mayor
Queanbeyan-Palerang Regional Council



Queanbeyan-Palerang Regional Council

Vision

Our area is a safe and relaxed place, offering a wonderful lifestyle for all members of our community to enjoy and thrive in. Our community can enjoy excellent services and facilities whilst experiencing the benefits of a pristine natural environment.

Vision definitions

Lifestyle

Denotes the way in which a person lives.

Natural environment

Considers issues such as resource use and climate change, both the local natural and atmospheric environment and the broader global environment.

Safe

The community and its residents can be safe from the risk of harm, injury, or property loss.

Our plan

About our plan

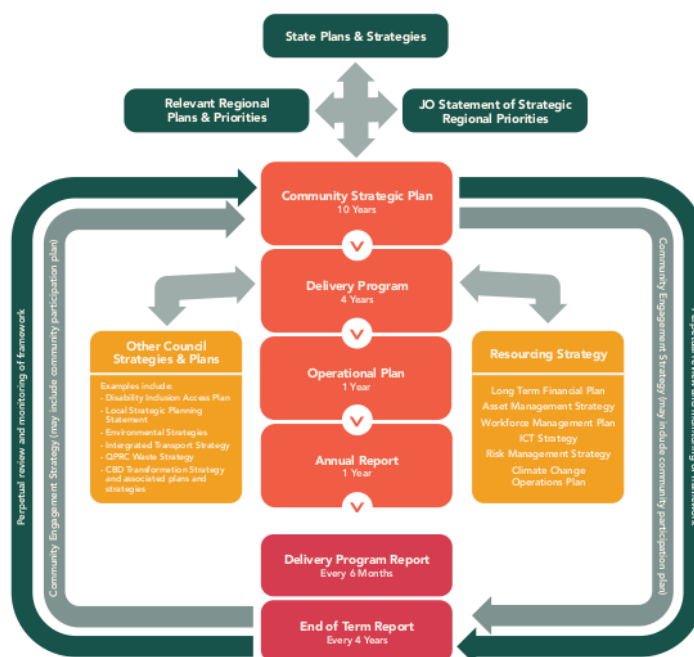
The Queanbeyan-Palerang Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

It is the community's plan for the future, not just a Council plan. Queanbeyan-Palerang Regional Council has a lead role in preparing and implementing the CSP; however, state agencies, businesses, industry groups, community groups, and individuals also contribute and support the achievement of the vision and strategic priorities.

Integrated Planning & Reporting Framework

An integrated approach to planning and reporting is a requirement for every NSW council under the Integrated Planning and Reporting Framework set out in the *Local Government Act 1993* and the *Local Government General Regulation 2021*.

This framework requires Council to develop a series of plans, strategies, and reports linked to the community vision and priorities set out in the CSP. Each of these must be based on the social justice principles of equity, access, participation and rights.



Queanbeyan-Palerang Regional Council

Our community

Queanbeyan-Palerang Regional Council is located in the southern tablelands adjacent to Canberra and 250km southwest of Sydney. The area's population is 62,239, which is expected to grow to around 80,000 by 2036.

Outside of the Queanbeyan residential area, the local government area is predominantly a rural area, several townships, the main being Bungendore, Braidwood and Captains Flat.

With advanced manufacturing capabilities and specialised agriculture and tourism industries, Queanbeyan-Palerang is identified as growing faster than any other part of regional NSW. Its proximity to state and federal government provides unique networking and business opportunities.

Total population
62,239

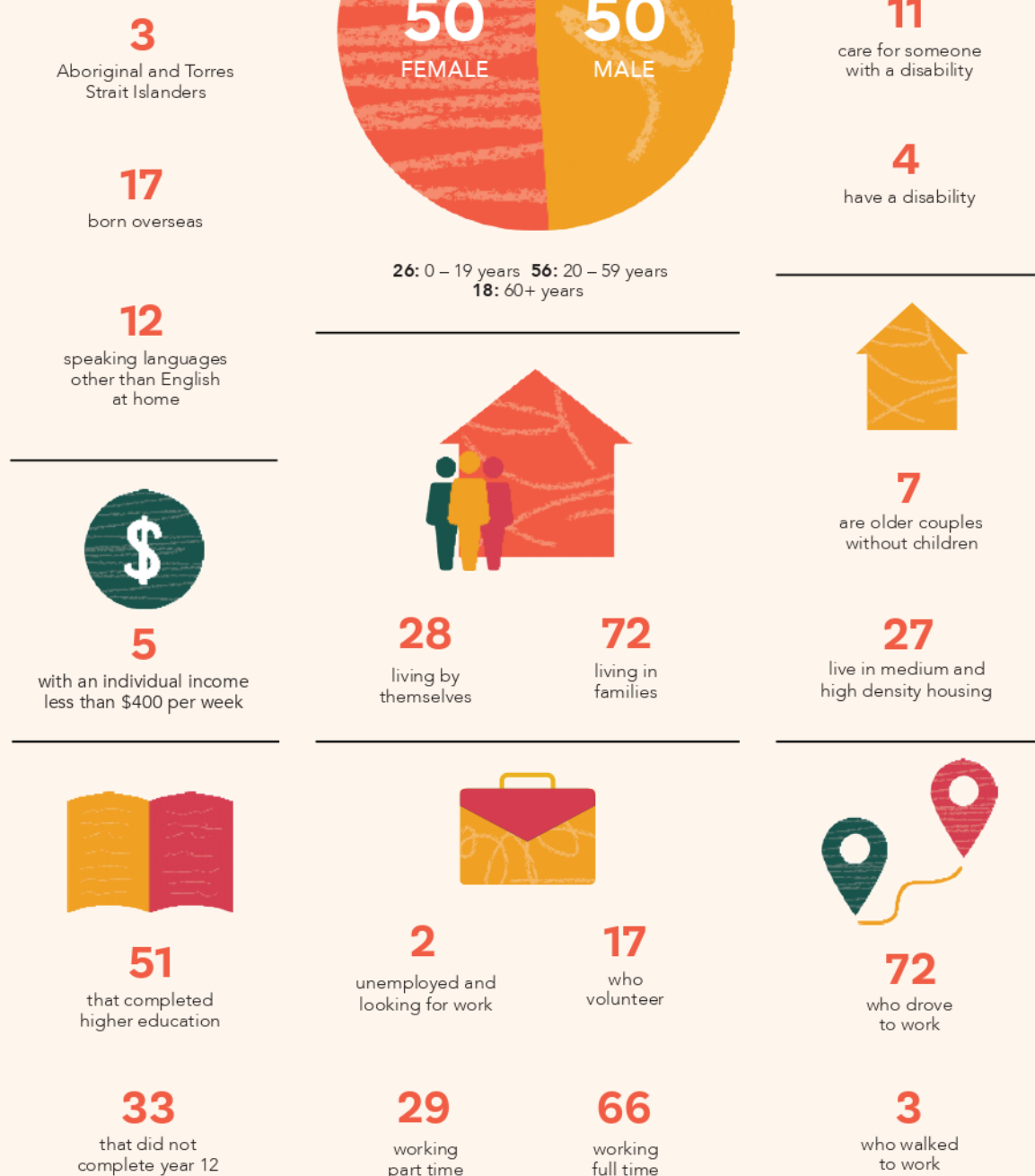
SEIFA index*
1053

Top industries of employment

- 1 Government Administration
- 2 Defence
- 3 Hospitals
- 4 State Government Administration
- 5 Computer System Design and Related Services

* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Queanbeyan-Palerang region consisted of 100 people, there would be:



Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Queanbeyan-Palerang Regional Council

Community engagement

What we asked

1. How do you feel about the vision in the adopted CSP?
2. How are we tracking with the existing CSP?
3. What makes your community a great place to live?
4. What do you think are the main challenges facing your community?
5. What have you seen in another area/shire that you think would work well in your community?
6. What is one thing you would like to see achieved in your community in the next ten years?
7. What services or projects do you think Council should be prioritising or lobbying other levels of government for?

How did you get involved

- **Virtually** – online surveys
- **In conversation** – group discussions, pop ups, telephone interviews
- **On paper** – formal written submissions

Note: The original engagement strategy was severely impacted by Covid-19 restrictions in mid-2021

Participation

More than 1,720 people (2.8% of the population) from the Queanbeyan-Palerang Region participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. The community contributed their thoughts and opinions through an online survey, discussion guides, and telephone interviews.

Further engagement will be undertaken with the community on the draft CSP and draft Delivery Program



Community Strategic Plan 2042



Queanbeyan-Palerang Regional Council

Community engagement

What is important to you?

QPRC residents who participated in the engagement identified the beautiful natural environment (14.8%), local people and spirit (9.9%) and location and convenience (9.8%) as being the characteristics they loved about living in the region. When asked how the region could be improved or enhanced, respondents pointed to parks and green spaces (18.3%), improved infrastructure (15.5%) and more activities and events (13.4%). When considering the priorities to focus on over the next 10 years, respondents chose infrastructure (13.2%), environmental impact (10.4%) and sports and recreation facilities (9.8%) as their highest choices.

Main challenges

When asked to identify what challenges were facing the QPRC community, respondents chose environmental sustainability (13.4%), including conservation, land management, sustainability, water security and education and awareness, as the top challenge. Change brought about by changing demographics and size (11.1%), including the impact on infrastructure and services, maintaining a rural lifestyle and ensuring sustainable development and population growth were front of mind. A strong, robust, and resilient economy was also crucial for respondents, particularly in employment and attracting and retaining a skilled workforce.

Top services or projects Council should be prioritising

Respondents were also asked to specifically consider the Council's role and what matters they should prioritise or advocate for. Climate change and adaptation (6.4%), roads and parking (6.0%), and aged and disability services (5.0%) were identified as critical priorities for Council to provide, fund or influence.





Queanbeyan-Palerang Regional Council

Council's role

Council is committed to understanding the community's priorities, concerns and needs in terms of key services, facilities and programs.

Whilst QPRC takes the lead in the preparation and implementation of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

The Plan outlines the Council's role in the delivery of each priority, described using the following terms:

Provide

Services, facilities, infrastructure, programs, planning, and engagement.

Collaborate

Partner with the community, business and industry, other councils and other tiers of government to influence and/or seek funding assistance.

Advocate

Amplify the voice of our community to get the best possible outcomes.

Sustainable Development Goals

In 2015, United Nations Member States adopted the 2030 Sustainable Development Goals. These Goals provide a shared blueprint for peace and prosperity for all people now and into the future. They also offer a critical framework for COVID-19 recovery. As global citizens, the 17 goals have been considered in the development of this strategy.

The goals include:

1. No Poverty
2. No Hunger
3. Good Health
4. Quality Education
5. Gender Equality
6. Clean Water & Sanitation
7. Clean Energy
8. Good Jobs & Economic Growth
9. Innovation & Infrastructure
10. Reduced Inequalities
11. Sustainable Cities & Communities
12. Responsible Consumption
13. Protect the Planet
14. Life Below Water
15. Life on Land
16. Peace & Justice
17. Partnerships for the Goals



Queanbeyan-Palerang Regional Council

Plan

The Queanbeyan-Palerang CSP consists of five Strategic Pillars and strategic objectives:

A. Community

A safe, harmonious, happy and healthy community leading fulfilled lives.

B. Choice

A diverse, resilient and smart economy that creates choice and job opportunities.

C. Character

A clean, green community that cherishes its natural and physical character.

D. Connection

A well connected community with good infrastructure enhancing quality of life.

E. Capability

Contemporary civic leadership and governance that is open, transparent and accountable.

Each Strategic Pillar outlines strategic objectives based on community feedback, envisages where we want to be, how we will get there, Council's role, essential partners and collaborators and measures to track progress.



Braidwood's Ryrie Park forms a focal point of the town centre.



Queanbeyan-Palerang Regional Council

A. Community

A safe, harmonious, happy and healthy community leading fulfilled lives.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our community is strengthened through connection and participation that enhances our community and cultural life.	<p>A.1 Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.</p> <p>A.2 We recognise and take pride in the unique and individual heritage and identity of our city and villages.</p> <p>A.3 We welcome and support new and existing residents through community development to build community connection and resilience.</p> <p>A.4 Our Traditional Owners and First Nations people's ongoing and historical connection to country is recognised and supported.</p>	Provide Collaborate Advocate	Community members Community groups First Nations people and Traditional Owners
Our health and wellbeing is supported by strong partnerships and access to services.	<p>A.5 Continue to strengthen community safety and crime prevention partnerships with critical stakeholders.</p> <p>A.6 Inclusion and accessibility are enhanced through access to community and support services for those that need them.</p> <p>A.7 Health and quality of life are improved through access to a range of recreation and leisure opportunities.</p> <p>A.8 Active recreational, sporting and health pursuits are supported by the availability of programs and events in the Queanbeyan-Palerang region.</p> <p>A.9 Enhance life-long learning pursuits through library, historical and museum services across the region through socially inclusive and welcoming facilities.</p>	Provide Collaborate Advocate	Emergency services NSW government agencies Community members Community groups Health providers Community service providers
Our public and community places are inviting, encourage participation and are well maintained.	<p>A.10 Maintain public spaces to a high standard</p> <p>A.11 Promote our public places and attractions with wayfinding signage to support visitation.</p> <p>A.12 When planning public and green spaces, explore the inclusion of complimentary activities such as playgrounds, walking tracks, picnic facilities and amenities.</p> <p>A.13 Community facilities are accessible, safe and inclusive.</p>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community members Community groups

Community Strategic Plan 2042



Measures

Measure	Source
Reported levels of wellbeing	University of Canberra Regional Wellbeing Survey and QPRC Satisfaction and Wellbeing Survey
Community perception of Council-run services	QPRC Satisfaction and Wellbeing Survey
Crime rates	NSW recorded crime statistics (BOSCAR)
Attendance and participation at council-run community events	Council data
Usage of Library and Museums	Council data
Satisfaction with QPRC parks and playgrounds	Council data

Supporting documents, plans or strategies

Disability Inclusion Action Plan

Events Strategy

Community Satisfaction and Wellbeing Survey

Reconciliation Action Plan

Community Engagement and Participation Plan

QPRC Resilience Plan



Queanbeyan-Palerang Regional Council

B. Choice

A diverse, resilient and smart economy that creates choice and job opportunities.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our city and village CBDs are dynamic and thriving places that attract economic activity through the revitalisation of town centres, focus on tourism and improved digital connectivity.	B.1 Make our town centres inviting through beautification and maintenance. B.2 Support and promote existing and new business generation initiatives. B.3 Encourage the growth of local retail options by supporting 'buying local' initiatives. B.4 Explore economic diversification through the attraction of new industries. B.5 Build financial and employment capability and capacity across Queanbeyan-Palerang.	Provide Collaborate Advocate	Local business and industry Community members Community groups CRJO NSW State Government RDASI Commonwealth Government
Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector.	B.6 Programs, facilities and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice.	Provide Collaborate Advocate	Local business and industry Community members Community groups Tourism bodies and groups
Our business practices support a productive and efficient local economy by providing enabling infrastructure	B.7 Council processes and practices are transparent, and applications are considered promptly. B.8 Collaborate with local business and industry groups to enhance economic resilience and ensure safe practices are adhered to.	Provide Collaborate Advocate	Local business and industry Regional Cities NSW Destination Southern NSW CRJO NSW State Government Commonwealth Government
Our community has access to education, training and learning opportunities.	B.9 Advocate for and promote education and employment pathways.	Collaborate Advocate	Education providers NSW State Government Commonwealth Government

Community Strategic Plan 2042



Measures

Measure	Source
Number of active registered businesses	ABS data by region
CBD and town centre shop vacancy audits	Council data
Visitor expenditure	Tourism Research Australia
Unemployment rate	Small Area Labour Markets data (SALM)
Gross agricultural value	Australian Agricultural census
Community commuter and work from home rate	ABS data by region

Supporting documents, plans or strategies

QPRC Events Strategy
Regional Economic Development Strategy
QPRC Tourism Plan
Queanbeyan CBD Retail Growth Strategy
CBD Transformation Strategy
Queanbeyan CBD Spatial Master Plan
Queanbeyan Place Plan
Digital Economy and Smart Community Strategy



Queanbeyan-Palerang Regional Council

C. Character

A clean, green community that cherishes its natural and physical character.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
We acknowledge climate change and we work towards reducing our region's carbon footprint.	<p>C.1 Partner with Government departments and organisations to mitigate the effects of climate change.</p> <p>C.2 Increase community education, resilience, confidence and resolution in dealing with the challenges of climate change.</p> <p>C.3 Undertake public waste education programs to enhance understanding of recycling and change community and business behaviour.</p> <p>C.4 Minimise use of potable water, optimising reuse of recycled water and waste</p>	Provide Collaborate Advocate	Community members Community groups Business and industry NSW State Government
We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.	<p>C.5 Acknowledge our area comprises diverse settlements that have their own unique identity and value our rural landscapes.</p> <p>C.6 Support a diversity of housing stock by identifying strategies in collaboration with Council, the community, and stakeholders.</p> <p>C.7 Support the sustainable growth of the Local Government Area through land and infrastructure strategic planning, assessment, determination and certification of development, subdivision and building and manage risk through monitoring and compliance.</p> <p>C.8 Acknowledge and respect the heritage values of our area.</p>	Provide Collaborate Advocate	Community members Community groups Service providers NSW State Government
Our land, vegetation and waterways are managed in an integrated and sustainable manner.	<p>C.9 Sustain, manage and protect our land, biodiversity, vegetation and waterways.</p> <p>C.10 Manage natural landscapes and open spaces.</p> <p>C.11 Passive recreation is supported through a well maintained and connected path network, play areas and green spaces.</p>	Provide Collaborate	NSW State Government Community members Community groups

Community Strategic Plan 2042



Measures

Measure	Source
Council energy use	Council data
Council fuel use	Council data
Percentage of waste diverted from landfill	Council data
Hectares of urban open space	Council data
Level of water consumption in urban areas is decreasing per household	Council data

Supporting documents, plans or strategies

Local Strategic Planning Statement
 Rural Lands Strategy
 QPRC Waste Strategy
 Integrated Water Cycle Management
 QPRC Community Climate Action Plan
 QPRC Council Operations Climate Action Plan
 QPRC Comprehensive Local Environmental Plan
 Development Control Plans
 Bungendore Structure Plan
 Bungendore Heritage Study
 Braidwood Archaeological Management Plan

Queanbeyan-Palerang Regional Council

D. Connection

A well connected community with good infrastructure enhancing quality of life.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Our transport network and infrastructure are safe and allow for ease of movement throughout Queanbeyan-Palerang and across the ACT border and region.	D.1 Utilise asset management plans and take a risk management approach to the maintenance and development of the transport network. D.2 Support and maintain urban and rural roads, traffic management systems, car parking, and improvement of bridges. D.3 Support and facilitate the continuous development of footpaths and connected walking and cycling tracks. D.4 Advocate for public transport infrastructure that meets the needs of Queanbeyan-Palerang residents and visitors.	Provide Collaborate Advocate	NSW State Government Commonwealth Government Local business and industry CRJO Regional Cities NSW ACT Government
Our community's waste, water, sewerage, stormwater and recycled water needs are met.	D.5 Manage the region's potable water systems and supply to meet the community's needs and national quality standards. D.6 Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs. D.7 Manage the region's stormwater and recycled water systems and supply to meet the community's needs and national quality standards. D.8 Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems. D.9 Manage the collection of waste and operation of waste facilities to meet community requirements	Provide Collaborate	NSW State Government Water authorities ACT Government

Community Strategic Plan 2042

Strategic objectives	Strategies	Council's role	Our partners
Our community facilities are well planned, meet the needs of the community and enhance social connection.	D.10 Enhance community and recreational use of facilities through robust maintenance and management. D.11 We plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities. D.12 Optimise development contributions to fund new and expanded facilities	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community groups
Our telecommunications infrastructure supports social, economic and educational outcomes.	D.13 Identify connectivity issues and advocate for better telecommunications coverage, particularly in the rural areas of the Queanbeyan-Palerang region.	Advocate	Commonwealth Government CRJO and Regional Development Australia - Southern Inland Telecommunications providers

Measures

Measure	Source
Satisfaction with Council's potable water supply systems	Council data
Community satisfaction level with the state of the road network	Council data
Dwellings with internet access	ABS census data
Percentage of waste diverted from landfill	Council data

Supporting documents, plans or strategies

Asset Management Strategy and Plans
 QPRC Integrated Transport Strategy
 Braidwood Bicycle and Pedestrian Facilities Plan
 Bungendore Bicycle and Facilities Plan
 Queanbeyan Bicycle and Pedestrian Facilities Plan
 Sports Facilities Plan
 Integrated Water Cycle Management Plan

Queanbeyan-Palerang Regional Council

E. Capability

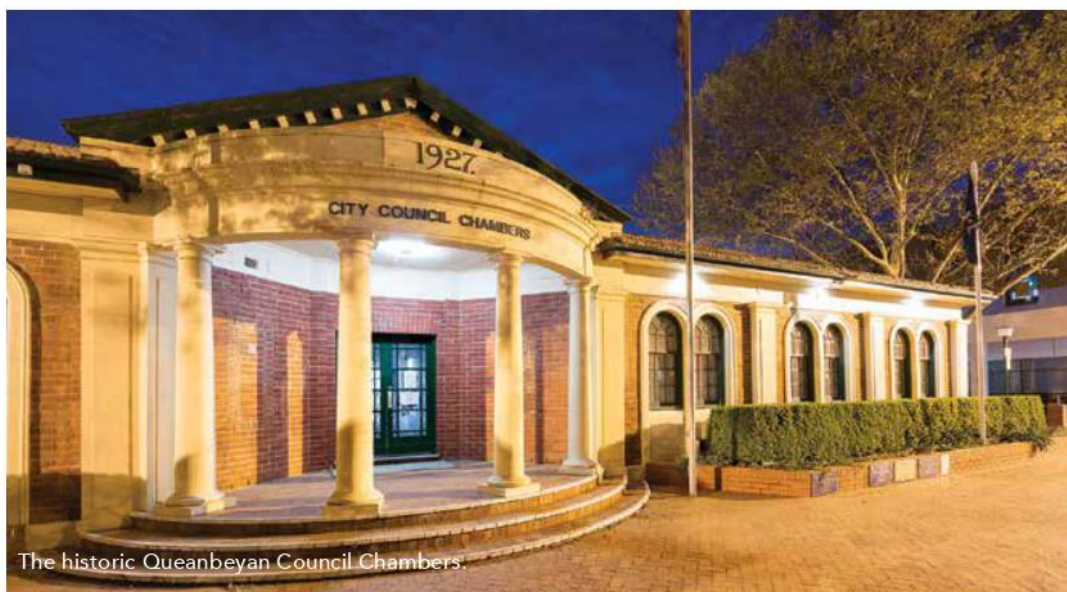
Contemporary civic leadership and governance that is open, transparent and accountable.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
The community is serviced by an efficient, effective and innovative Council.	<p>E.1 Recruit, retain and remunerate a safe and harmonious workforce.</p> <p>E.2 Promote and facilitate excellent performance through the development of streamlined and improved systems, processes and frameworks.</p> <p>E.3 Apply a contemporary risk management framework to mitigate risk, increase organisational efficiencies and reduce red tape.</p> <p>E.4 Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for ratepayers.</p> <p>E.5 Develop and maintain networks and systems to advocate and promote the aspirations and opportunities of the region.</p> <p>E.6 Strategically administer and manage Council's property portfolio.</p>	Provide Collaborate	CRJO Regional Development Southern Inland NSW State Government
Council is an open, accessible and responsive organisation.	<p>E.7 Communicate in an effective and timely manner with the community.</p> <p>E.8 Use community engagement methods that enhance community participation in decision making.</p> <p>E.9 Establish operational practices and processes that support efficiency and community and business satisfaction.</p> <p>E.10 Manage an automated customer service system that meets the needs of the community.</p> <p>E.11 Work with the community to achieve its long-term aspirations by integrating goals and strategies outlined in the Community Strategic Plan into the development of other Council strategies and plans.</p> <p>E.12 Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.</p>	Provide Collaborate	Community members Community groups NSW State Government

Community Strategic Plan 2042



Measures

Measure	Source
Operating performance ratio	Council data
Percentage of Council revenue received from grants and contributions	Council data
Community satisfaction with involvement in Council decision making	Council community survey
Community satisfaction with Council's overall performance	Council community survey
Community feels well informed and is satisfied with Council's community engagement processes.	Council data
Community assessment of movement towards or away from Community Vision and aspirations	Council data

Supporting documents, plans or strategies

QPRC Community Engagement and Participation Plan
Customer Service Charter and Service Standards
ICT Strategy and Cyber Security Strategy
Digital Economy and Smart Community Strategy
Delivery Program and Operational Plan
Financial Strategy
Long Term Financial Plan
Customer Strategy



Queanbeyan-Palerang Regional Council

Your Councillors



Cr Kenrick Winchester
Mayor



Cr Esma Livermore
Deputy Mayor



Cr Michele Biscotti



Cr Louise Burton



Cr Mareeta Grundy



Cr John Preston



Cr Steve Taskovski



Cr Jacqueline Ternouth



Cr Edwina Webster



Cr Katrina Willis



Cr Bryce Wilson

Acknowledgements

The Queanbeyan-Palerang Community Strategic Plan 2022-2042 has been developed in partnership with Queanbeyan-Palerang Regional Council, the Canberra Region Joint Organisation, and Projectura.

Queanbeyan-Palerang Regional Council wishes to thank the community members who gave their time and thoughts during the engagement process to inform the strategy.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.9 DRAFT COMMUNITY STRATEGIC PLAN 2042

ATTACHMENT 2 ENGAGEMENT REPORT - DRAFT CSP

QUEANBEYAN PALERANG REGIONAL COUNCIL

Community Engagement
Report, October 2021.



projectura

Queanbeyan-Palerang Regional Council

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Q10. What services or projects do you think Queanbeyan-Palerang Regional Council should be prioritising, or lobbying other levels of government for? 81



Queanbeyan-Palerang Regional Council

Summary findings

With an estimated population of 62,239 residents, the Queanbeyan-Palerang region is diverse and covers 5,300 square kilometres. The main population area is central Queanbeyan, which is a thriving service centre close to Canberra. Along with fast-growing new communities, the region boasts the historic towns of Braidwood and Bungendore, national parks, and a rich agricultural history.

A broad cross section of the community participated in the Towards 2042 Stage 1 engagement from 21 June to 13 August 2021. 1,727 people contributed their views and opinions to the project through drawing sheets, submissions, an online survey, group discussion guides, telephone interviews and an online workshop.

People were invited to review the current CSP and its relevance to today and consider their current community, its strengths, and challenges, what they would like it to look like in the future, and how we might get there.

A summary of high-level findings are provided below.

- Children and young people aged under 18 years were well represented in the engagement, through the submission of drawing sheets. The two underrepresented age groups were 18–34-year-olds and those aged 70 years and over. Male participation was low (36.5 percent). Participants came from both urban (67 percent) and rural residents both taking part.
- 50.2 percent of respondents were happy or very happy with the current Community Vision.
- 50.0 percent of participants indicated that they had read the current CSP. When considering the current Strategic Pillars of Community, Choice, Character, Connection, and Capability 44.8 percent of respondents agreed with them all, and 33.4 percent agreed with some.
- When considering the Strategic Pillars respondents indicated they felt Council was most 'on track' in achieving the strategic objective of Community.
- The beautiful natural environment (14.8 percent), local people and spirit (9.9 percent) and location and convenience (9.8) were the main aspects that made the community a great place to live.
- The main challenges facing the community were environmental sustainability (13.4 percent), changing demographics and size (11.1 percent) and jobs and employment (10.1 percent).
- Respondents were asked what they had seen in other areas that would enhance the region. Their top responses were parks and green spaces (18.3 percent), improved infrastructure (15.5 percent) and more activities and events (13.4 percent).
- Infrastructure (13.2 percent), environmental impact (10.4 percent) and sports and recreation facilities (9.8 percent) were ranked highest priorities to achieve over the next 10 years.
- The top three projects and services that respondents would like to see Council focus on are climate change adaptation (6.4 percent), roads and parking (6.0 percent) and aged and disability services (5.0 percent).

Queanbeyan-Palerang Regional Council

Methods and participation

Stage 1 engagement activities gathered personalised views from a broad cross section of the community. The total participation level in Stage 1 was 1,727 people. Community members will have further opportunity to explore and prioritise strategies once the Draft Community Strategic Plan is available.

Table 31. QP - Participation summary

Total participation	Population (2020 ERP)	% of population engaged
1,727	62,239	2.8

As shown in Table 32, Queanbeyan-Palerang Regional Council used seven different methods to engage with the community. The online survey and drawing sheets generated the largest number of participants in Stage 1 Engagement. The online survey generated the greatest volume of useable data and participant demographic details.

Table 32. QP - Participation summary by method

Method	Participation	
	Measure	Number
Drawing sheets	Number of drawing sheets received.	315
Pop-ups	Number of people who attended pop up sessions.	0
Submissions	Number of formal submissions received.	1
Online survey	Number of individual survey responses.	1,041
Discussion Guides	Number of people who contributed to discussions.	239
Online workshop	Number of workshop participants.	15
Targeted telephone interviews	Number of telephone interviews completed by Projectura.	16
Random telephone interviews	Number of calls made by Jetty Taverner.	100

The following is a summary of community engagement data collected.

1. Drawing sheets

- 315 Drawing Sheets received.

2. Pop-up sessions

- 0 pop-ups were held.

3. Submissions

- 1 submission received:
 - 13 August 2021 - Female resident.

4. Online survey

- 1,041 individual responses were received to the Online Survey through SurveyMonkey.

5. Discussion Guide

- 16 Discussion Guide responses received within the Online Survey. 5 complete responses. 3 partially complete responses. 8 incomplete responses (only answered Q1).
- A total of 239 people contributed to the 8 completed responses.

6. Online workshop

- 1 Online workshop held from 10am-12:30pm on 28 July 2021. 15 participants.

7. Targeted telephone interviews

- Projectura completed 16 telephone interviews.

8. Random telephone interviews

- 100 random phone calls completed by Jetty Taverner.
- The results will be provided by Jetty Taverner.



The profile of the participants shows a broad cross-section of the Queanbeyan-Palerang region were involved in terms of age, gender, location, and diversity characteristics.

Table 33. QP – Respondent profile

Demographics		T2042 Engagement	CRJ0 Profile ID
Characteristic	Breakdown	%	2016 (%)
Age	Under 18 years	25.9	22.3
	18-34 years	12.4	21.8
	35-49 years	27.4	22.3
	50-59 years	18.3	14.6
	60-69 years	11.7	10.2
	70+ years	6.5	7.5
Gender	Female	60.8	49.8
	Male	36.5	50.2
Urban/Rural	Rural	33.0	-
	Urban	67.0	-
Diversity	LGBTQIA+	4.7	-
	Person with a disability	6.5	* 3.9
	Aboriginal or Torres Strait Islander	2.6	3.1
	Non-English speaking background	3.1	* 12.1
	Lived experience of homelessness, mental health or drug issues	5.5	
	Difficulty finding affordable housing	0.5	

NOTE: Red represents underrepresentation, and green represents overrepresentation compared to the 2016 census data shown in Profile ID.

* Source: ABS Cat 2001.0

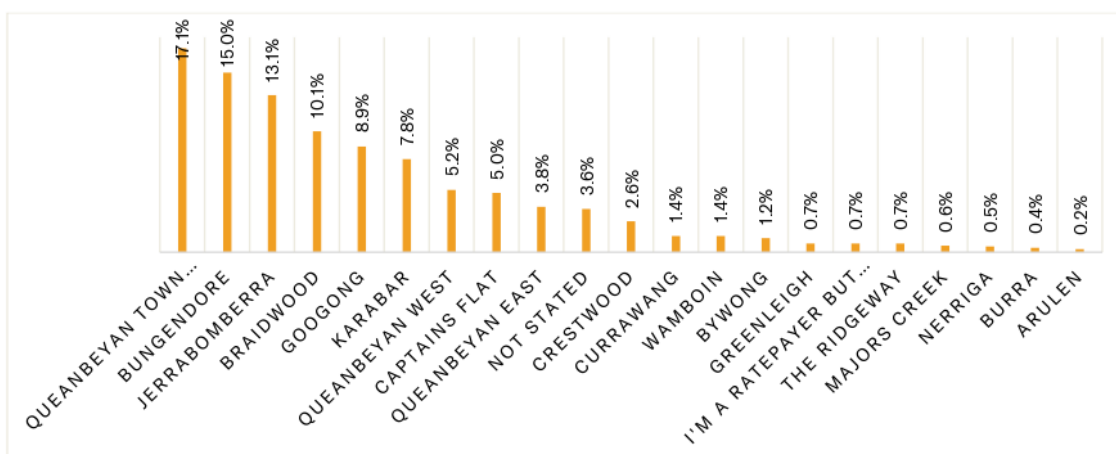
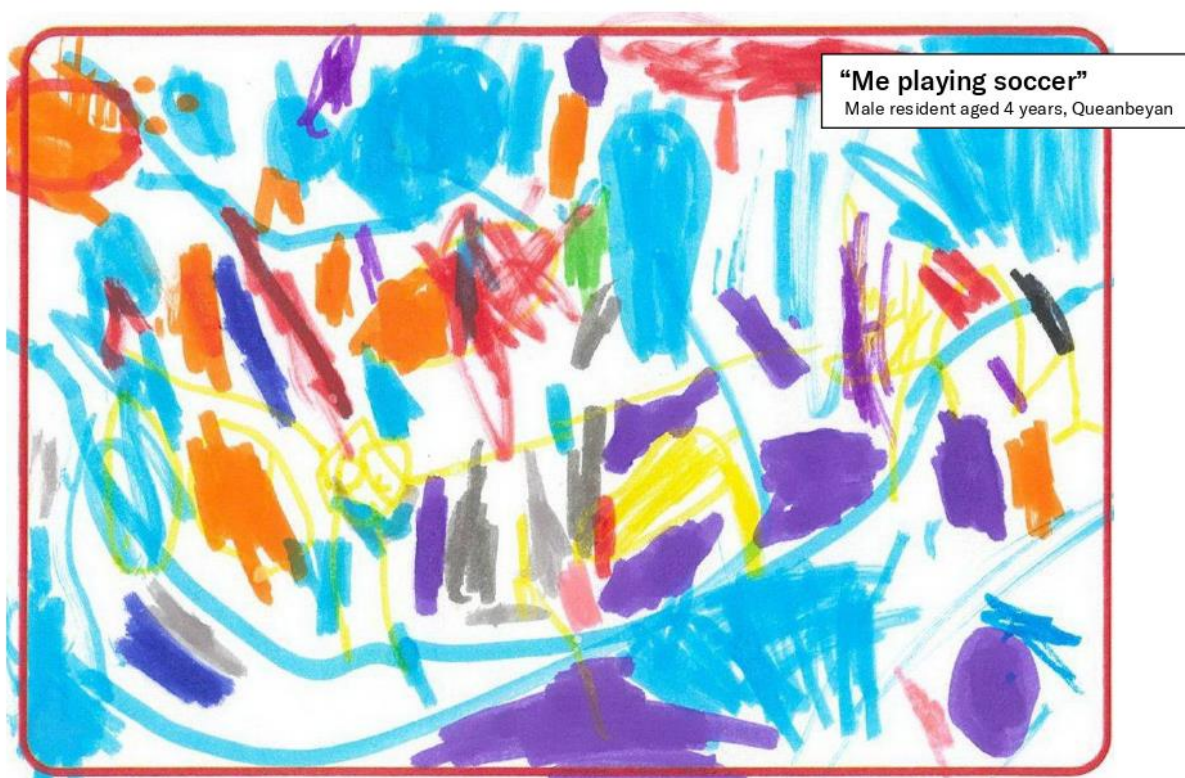


Figure 26. QP – Respondent location

Future engagement stages for the Community Strategic Plan should aim to improve representation of:

- People aged 18 to 34 years (tertiary education and independence, and young workforce).
- People aged over 70 years (Seniors and elderly).
- Males.
- Aboriginal and Torres Strait Islanders.
- People from non-English speaking backgrounds.



Queanbeyan-Palerang Regional Council

Are we on track?

The people of the Queanbeyan-Palerang region have an existing Community Strategic Plan. As part of the review and update of this document, we asked the community if they thought the plan was tracking well and if they had any feedback.

Vision 2028

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

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

Q1. How do you feel about the vision in the adopted Queanbeyan-Palerang Community Strategic Plan 2018-2028?

n=759

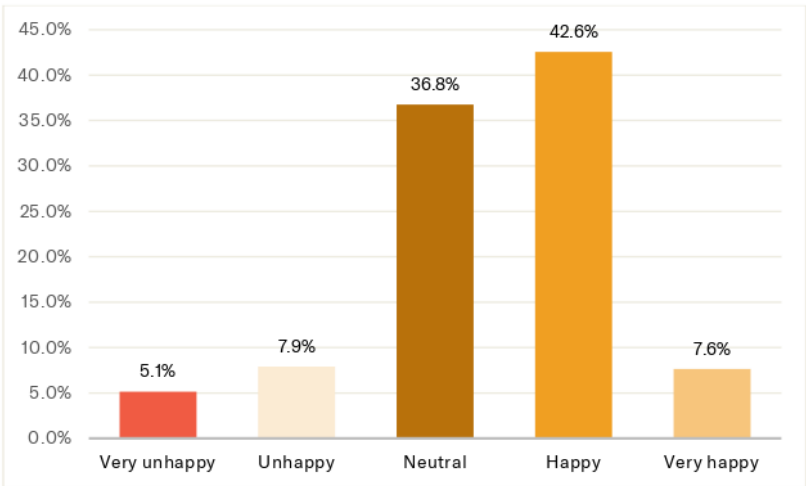


Figure 27. QP – Satisfaction with vision

759 people responded to this question. Just over 50 percent rated the current Vision as good or very good. A further 36 percent felt neutral regarding the Vision. This indicates a strong level of support for the current Vision.

Over 30 percent of respondents commented about how the Vision could be improved. A summary of suggested improvements is included below.

Table 34. QP - Considerations to improve Vision

Add	Alter/refine/define	Remove
Connection. Inclusion. Innovation. Enterprise. Include reference to economy/business.	Vision too broad. Enhance reference to environment with sustainability. Plain English.	Nil

Q2. Have you read the Queanbeyan-Palerang Community Strategic Plan 2018-2028?

n=730

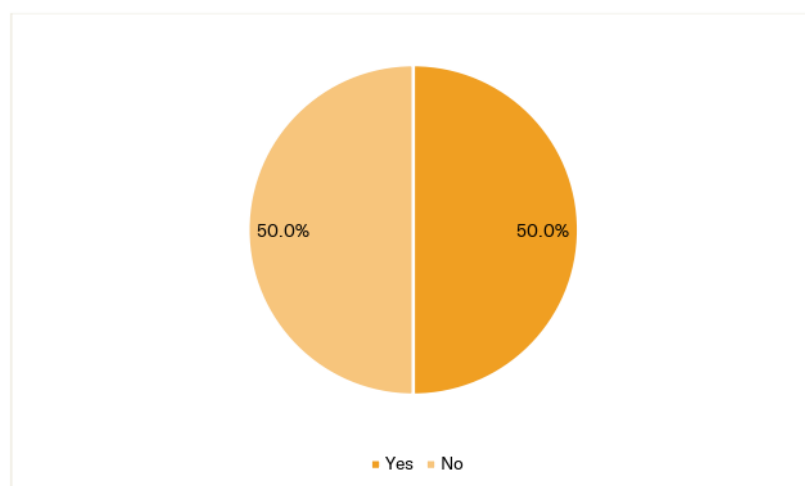


Figure 28. QP - Read CSP

Across the engagement, 50.0% of people had read the CSP. Those that had read the CSP were asked further questions. Their responses are detailed on the following pages.

Within the plan, there are 5 high level strategic pillars. The Strategic Pillars are:

- 1. Community.
- 2. Choice.
- 3. Character.
- 4. Connection.
- 5. Capability.

Q3. Do you agree with these Strategic Pillars?

n=308

Queanbeyan-Palerang respondents considered what might be missing under the current themes and strategic pillars in the Queanbeyan-Palerang Community Strategic Plan. Almost 45 percent indicated they agreed with all of the strategic pillars, and an additional 33.4 percent indicated they agreed with some of the strategic priorities. Approximately 5.5 percent of respondents indicated they did not agree with the Strategic Pillars.

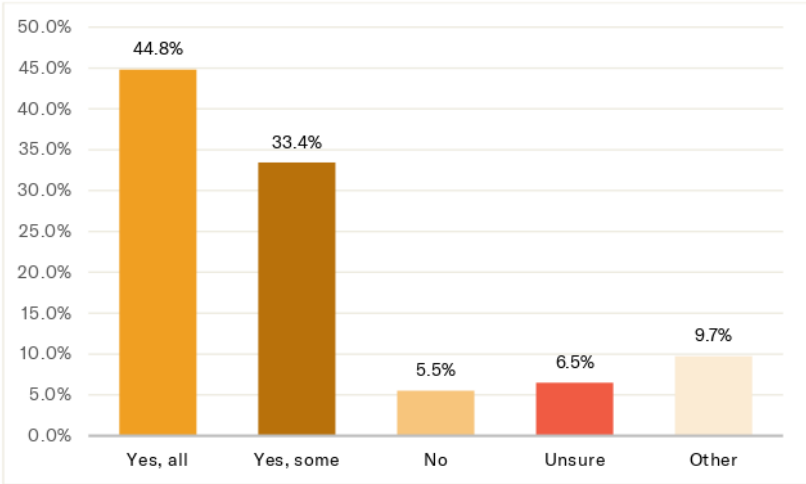


Figure 29. QP - Strategic pillar support

Q4. Do you think we're on track with delivering the 5 high-level Strategic Pillars?

n=302

Over one fifth (20.9 percent) of respondents indicated they believed they were on track for achieving the Strategic Pillar for 'Community'. An additional 45.4 percent thought they were partly on track. 20.5 percent of respondents indicated they believed they were on track for achieving the 'Character' pillar, with an additional 45.6 percent indicating they were partly on track. This shows higher satisfaction for progress towards these two pillars. Achieving a high level of responses for 'no, not on track' was the pillar for 'Connection', with almost one third (32.7 percent) of respondents indicating that they did not believe they were on track for achieving this objective.

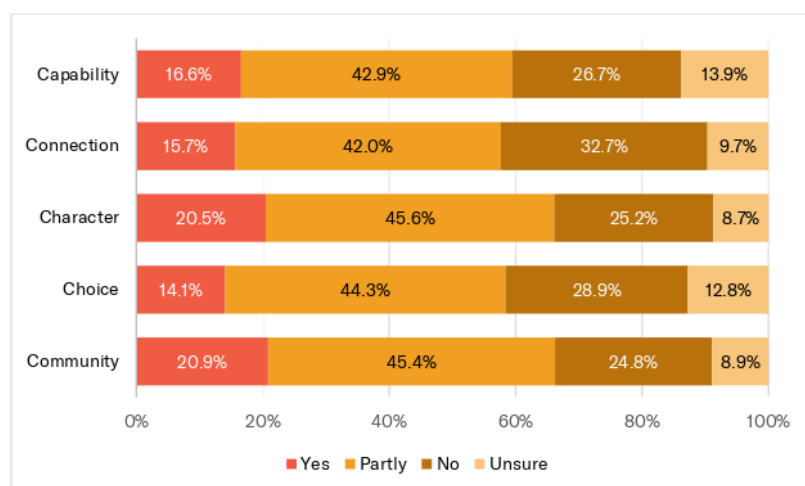


Figure 30. QP - On track with strategic pillars

Q5. Is anything missing in the Queanbeyan-Palerang Community Strategic Plan 2018-2028?

n=138

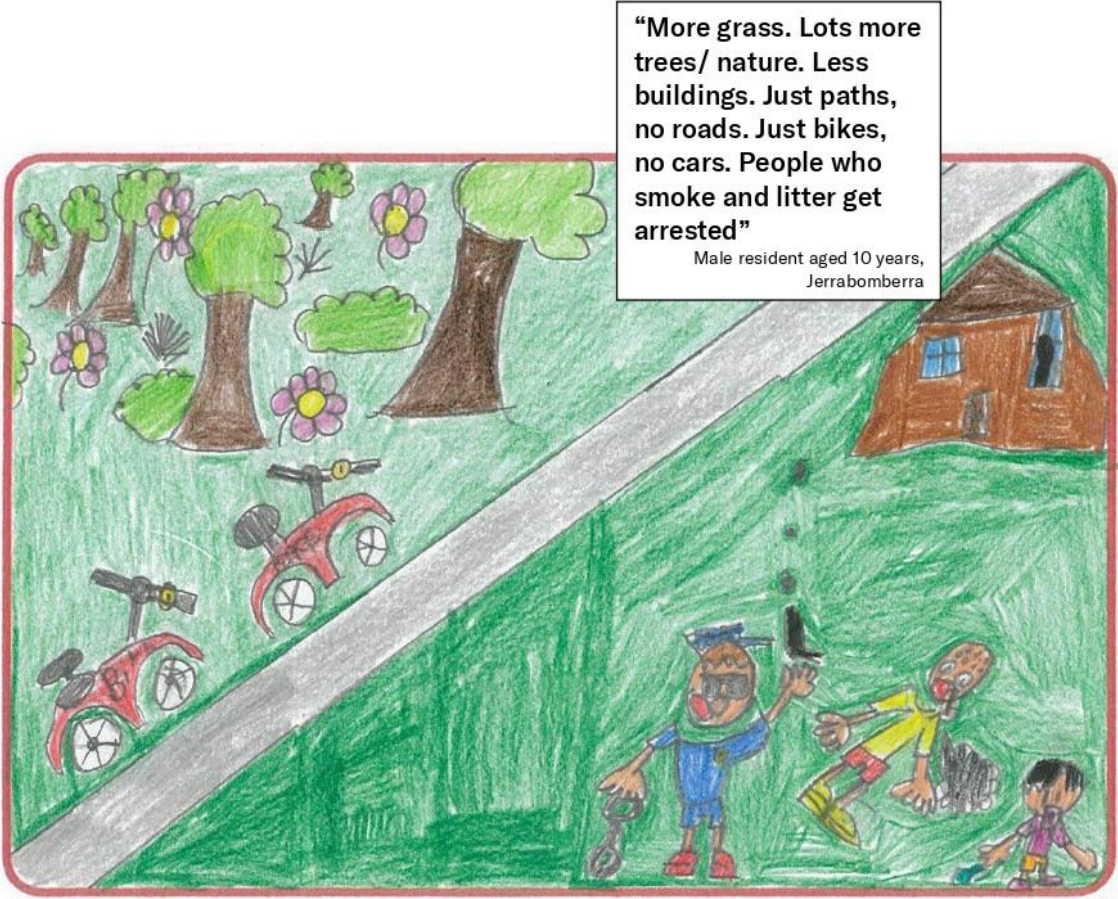
Queanbeyan-Palerang Regional Council currently has five Strategic Pillars which structure the CSP. The five Strategic Pillars are Community, Choice, Character, Connection and Capability. Engagement participants considered if there was anything missing under these themes in the current CSP. A summary of the main areas of feedback under each theme is provided below.

Table 35. QP - Missing from the CSP

Strategic pillars				
1. Community	2. Choice	3. Character	4. Connection	5. Our Capability
<ul style="list-style-type: none"> Support for all communities in LGA. Community development. 	<ul style="list-style-type: none"> Community engagement. More choice. 	<ul style="list-style-type: none"> Environmental stewardship. History and heritage. Maintaining character. 	<ul style="list-style-type: none"> Roads and parking. Public transport. 	<ul style="list-style-type: none"> Organisational competence.
Other				

Table 35. QP - Missing from the CSP

Strategic pillars
<ul style="list-style-type: none">Sustainability.Education and schools.



Queanbeyan-Palerang Regional Council

Where are we now?

Q6. What makes your community a great place to live?

n=919

QPRC residents were asked to identify what made their community a great place to live. 3,345 insights were provided by 919 people across five engagement methods including drawing sheets, online surveys, discussion guides, online workshops and targeted telephone interviews.

The top 5 strengths identified across all methods include the beautiful natural environment, local people and spirit, location and convenience, peace and quiet, and lifestyle. Comments relating to these strengths include:

Beautiful natural environment (14.8 percent): The natural, rural, and beautiful landscape. Including the abundance of trees, the views, the river corridor, the green spaces complimenting the built environment, and access to mountain and bushland.

Local people and spirit (9.9 percent): Community spirit, grass roots mentality, multicultural and diverse people, friendliness, and the kindness and warmth of people living there.

Location and convenience (9.8 percent): The connectivity within the town, its walkability, convenience of its proximity to Canberra, and having adequate facilities and services nearby.

Peace and quiet (8.9 percent): A peaceful and serene lifestyle came to the forefront, noting the area's natural beauty and quiet place to escape the hustle and bustle of Canberra.

Lifestyle (8.1 percent): Affordable lifestyle and sense of balance in being a rural community with access to the city. The country feel and relaxed vibe, and resulting sense of wellbeing.

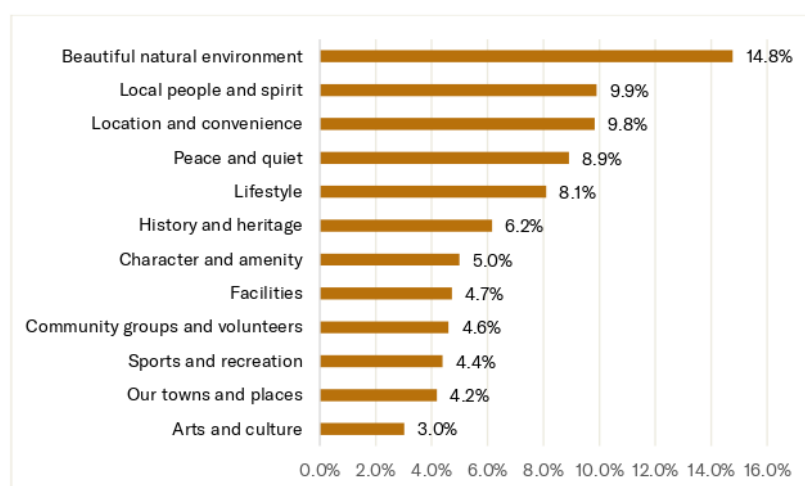


Figure 31. QP - Strength attributes

Almost 86 percent of consultation inputs came from the community's participation in the online survey. The remaining inputs were largely from the drawing sheets consisting of young people's voices (6 percent), as well as targeted telephone calls (4 percent). Although only accounting for 6 percent of the total feedback, the drawing sheets demonstrated clearly that young people value the sports and recreation opportunities and the beautiful natural environment most. For those groups and participants who took part in the discussion guides or targeted phone calls, other important strengths identified were community groups and volunteers and the sense of community

Table 36. QP - Strength attributes by method

LGA	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=919</i>	Beautiful natural environment	Local people and spirit	Location and convenience	Peace and quiet	Lifestyle
Drawing sheets <i>n=157</i>	Sport and recreation	Beautiful natural environment	Local people and spirit	Our towns and places	Businesses
Online survey <i>n=584</i>	Beautiful natural environment	Location and convenience	Peace and quiet	Local people and spirit	Lifestyle
Discussion guides <i>n=150</i>	Community groups and volunteers/ History and heritage/ Lifestyle/ Peace and quiet/ Sense of community				
Online workshop <i>n=12</i>	Sense of community	Local people and spirit/ Location and convenience		Our towns and places/ Lifestyle	
Targeted telephone interviews <i>n=16</i>	Sense of community	Local people and spirit	Lifestyle	Community groups and volunteers	Our towns and places

Q7. What do you think are the main challenges facing our community?

n=753

Queanbeyan-Palerang residents considered the challenges facing their community. 2,407 insights were provided by 753 people across six engagement methods including an online survey, discussion guides, and online workshop, targeted telephone interviews, submissions and drawing sheets. Of those methods, 74 percent of feedback we heard was collected through the online survey.

The top five challenges identified by participants across the engagement methods were environmental sustainability, changing demographics and size, jobs and employment, climate change and adaptation and governance and leadership. A summary of further comments regarding each challenge is provided below.

Environmental sustainability (13.4 percent): Conservation, land management, sustainability, water security and education and awareness.

Changing demographics and size (11.1 percent): Ensuring that infrastructure keeps pace with change, maintaining a rural lifestyle, sustainable growth and population growth, catering for older people and dealing with the evolving nature of the community in relation to participation, expectation and balancing the needs of the community.

Jobs and employment (10.1 percent): Employment and attracting and retaining a skilled workforce.

Climate change and adaptation (9.2 percent): Adapting to climate change and taking action, raising awareness and urgency relating to climate change, ensuring the area is prepared for adverse weather events and natural disasters.

Governance and leadership (9.1 percent): Improving communication and community engagement, increasing organisational competence and ensuring an equal distribution of services and funding across the Council area, maintaining rates at an affordable level, making sure each area of the Council has strong representation, the relationship with state and federal governments and their representatives and strong strategic planning.

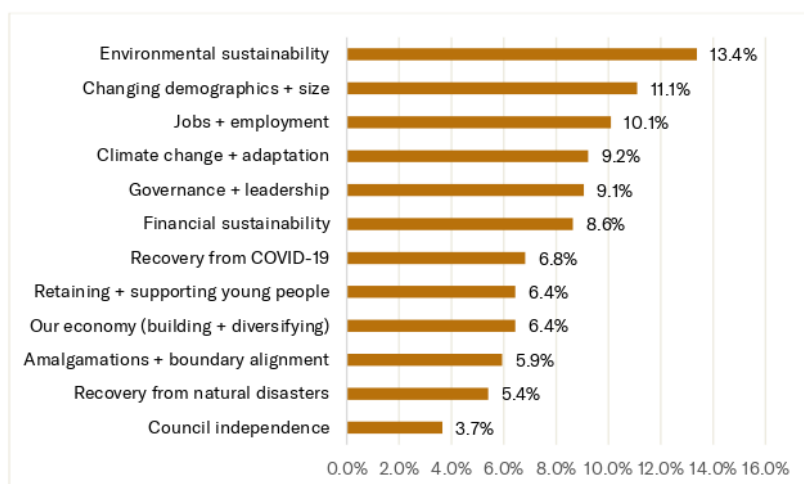


Figure 32. QP - Challenge attributes

Nearly three quarters of engagement participants provided feedback via the online survey. The main challenges identified through the survey align with those outlined above. Although statistically less prevalent than the five main challenges outlined above the following challenges were also identified throughout discussion guides, the online workshop and targeted telephone calls: recovery from COVID-19 and natural disasters, housing, infrastructure and social issues.

Table 37. QP - Challenge attributes by method

LGA	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=753</i>	Environmental sustainability	Changing demographics and size	Jobs and employment	Climate change and adaptation	Governance and leadership
Online survey <i>n=575</i>	Environmental sustainability	Changing demographics and size	Jobs and employment	Climate change and adaptation	Governance and leadership
Discussion guides <i>n=150</i>	Changing demographics and size/ Jobs and employment		Climate change and adaptation/ Governance and leadership/ Recovery from COVID-19/ Recovery from natural disasters		
Online workshop <i>n=12</i>	Infrastructure	Our economy/ Social issues		Housing availability and affordability	Services
Targeted telephone interviews <i>n=12</i>	Our economy	Changing demographics and size	Housing availability and affordability	Infrastructure/ Jobs and employment	

Queanbeyan-Palerang Council

Where do we want to be in 10 years' time?

Q8. What have you seen in another area/shire that you think would work well in your community?

n=600

The Queanbeyan-Palerang community were asked if they had seen anything in another area or shire that would be good in their community. Of the 600 respondents, 67.5 percent answered 'yes', resulting in 426 inputs. The feedback was provided across four engagement methods, including online surveys, discussion guides, online workshops and targeted telephone calls.

The top 5 categories of things the community would like to see as measured across all methods of engagement include parks and green space, improved infrastructure, more activities and events, town planning and economic growth.

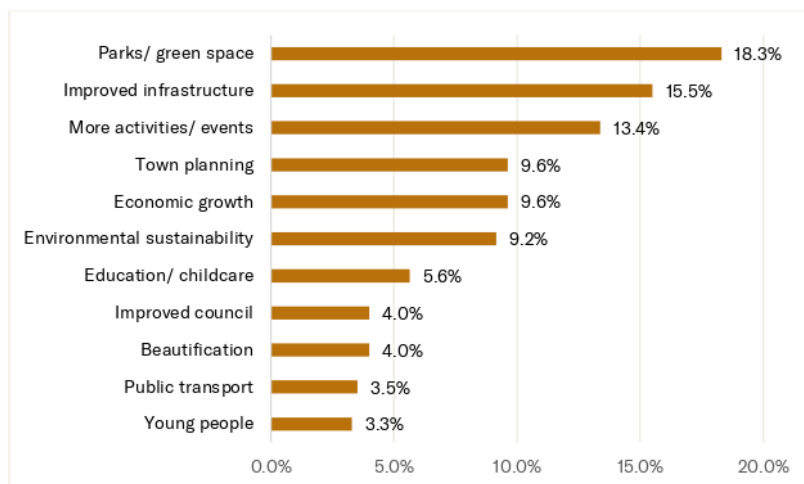


Figure 33. QP - Major suggestions from other areas

Comments relating to these categories include:

Parks and green space (18.3 percent): More areas that are dog-friendly, gardens, playgrounds, barbeque and picnic facilities, paths for walking/cycling, and a rail trail.

Improved infrastructure (15.5 percent): Library improvements, improved accessibility, maintenance and upgrading of roads, more sports facilities, a community hub, and an aquatic centre with heated swimming pool.

More activities and events (13.4 percent): More events for diverse age ranges, nightlife, festivals, markets, more options for indoor activities such as a cinema, arcade or bowling, and sports events.

Town planning (9.6 percent): Creating a pedestrian-friendly town, beautifying the town centre, not over-developing, utilising natural assets in planning, and creating more appealing main streets.

Economic growth (9.6 percent): Improved selection and variety of shops and restaurant options, supporting local businesses, diversifying the economy, having a caravan park and promoting tourism.

Out of the consultation inputs for this question, 87 percent resulted from the online survey. The overall results correlate closely with the online survey. Targeted telephone calls and online workshops indicated that environmental sustainability was also something the community would like to see, specifically speaking to recycling, waste management, conservation, and clean energy. The weight of this (12 percent of total inputs) needs to be considered in light of the level of participation in the 'other' engagement methods.

Table 38. QP - Suggestions from other areas by method

LGA	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=600</i>	Park and green space	Improved infrastructure	More activities and events	Economic growth	Town planning
Online survey <i>n=358</i>	Park and green space	Improved infrastructure	More activities and events	Economic growth	Environmental sustainability
Discussion guides <i>n=90</i>	Care and safety/ Environmental sustainability/ More activities and events			-	-
Online workshop <i>n=12</i>	Improved infrastructure	Economic growth	More activities and events/ parks and green space/ Town planning		
Targeted telephone interviews <i>n=15</i>	Park and green space	Care and safety/ Environmental sustainability/ More activities and events/ Town planning			

Q9. What is one thing you would like to see achieved in your community in the next ten years?

n=807

Queanbeyan-Palerang residents were asked what one thing they would like to see achieved in the next 10 years. 807 people responded, and provided 884 different insights. The feedback was provided across four engagement methods, including an online survey, discussion guides, an online workshop and targeted telephone calls.

The top five categories across all methods of engagement include infrastructure, economic growth, environmental impact, beautification and town identity, strong and unique community and sports and recreation facilities. Comments relating to these categories include:

Infrastructure (13.2 percent): Car parking, improved drainage, maintained footpaths, improved internet infrastructure, upgraded roads, and improved water quality.

Environmental impact (10.4 percent): Council leadership on climate change mitigation and adaptation, becoming carbon neutral, net-zero emissions, renewable energy, waste management, and environmental conservation and protection.

Sports and recreation facilities (9.8 percent): Additional walking and bicycle paths, additional playgrounds, indoor pool facilities, and constructing a rail trail.

Economic growth (8.1 percent): Business attraction and support, diversifying industry, more retail shops, expanding tourism opportunities.

Beautification and town identity (8.1 percent) Revitalising the CBD and improving the main street, beautification of the town and cleaner streets. Maintaining the heritage and history and developing the riverside waterfront.

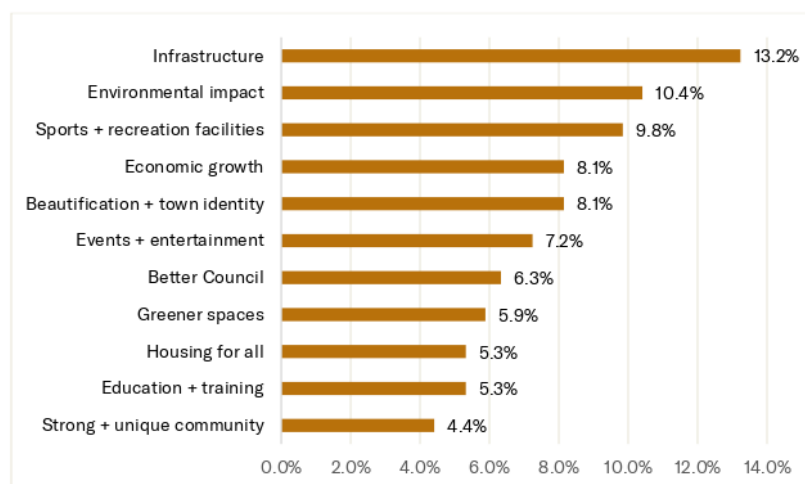


Figure 34. QP - Priorities

The overall list correlates closely with the findings of the online survey, which represented 76.5 percent of all inputs for this question. Through other methods of engagement, we heard that infrastructure was important, as well as greener spaces, council management, events and entertainment, and housing for all.

Table 39. QP - Priorities by method

LGA	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=807</i>	Infrastructure	Environmental impact	Sport and recreation facilities	Economic growth	Beautification and town identity
Drawing sheets <i>n=37</i>	Sports and recreation facilities	Greener spaces	Economic growth/ Environmental impact		More for young people to do
Online survey <i>n=358</i>	Infrastructure	Environmental impact	Beautification and town identity	Events and entertainment	Economic growth/ Education and training
Discussion guides <i>n=90</i>	Infrastructure	Events and entertainment	Education and training/ Public transport / Strong and unique community		
Online workshop <i>n=12</i>	Better council	Infrastructure	Beautification and town identity	Strong and unique community	Environmental impact
Targeted telephone interviews <i>n=15</i>	Infrastructure	Beautification and town identity/ Better council / Economic growth/ Housing for all			

Queanbeyan-Palerang Regional Council

How will we get there?

Q10. What services or projects do you think Queanbeyan-Palerang Regional Council should be prioritising, or lobbying other levels of government for?

n=716

Residents were asked to prioritise services and projects that they would like Council to focus on, and had their say through the online survey, discussion guides, telephone interviews and submissions. Across the four engagement methods 2,813 inputs were provided by 716 participants.

Analysis of all engagement methods has identified climate change and adaptation, roads and parking, aged and disability services, cycle, shared pathways and footpaths and gardens, trees and landscaping as the top 5 priorities. A summary of comments provided by participants relating to these subjects is provided below.

Climate change and adaptation (6.4 percent): Climate adaptation, carbon neutrality and environmental stewardship.

Roads and parking (6.0 percent): Better and safer roads, traffic management, connections between regional cities, maintenance of the rural road network and improvement of bridges.

Aged and disability services (5.0 percent): Availability and provision of aged and disability services, accessibility and inclusion and support for other vulnerable cohorts.

Cycle, shared pathways and footpaths (4.7 percent): Complete footpath upgrades and maintain footpath network. Connected pedestrian and bicycle friendly areas. Development of trails and paths.

Gardens, trees and landscaping (4.6 percent): Improving and maintaining parks and open and green spaces. Greater tree plantings.

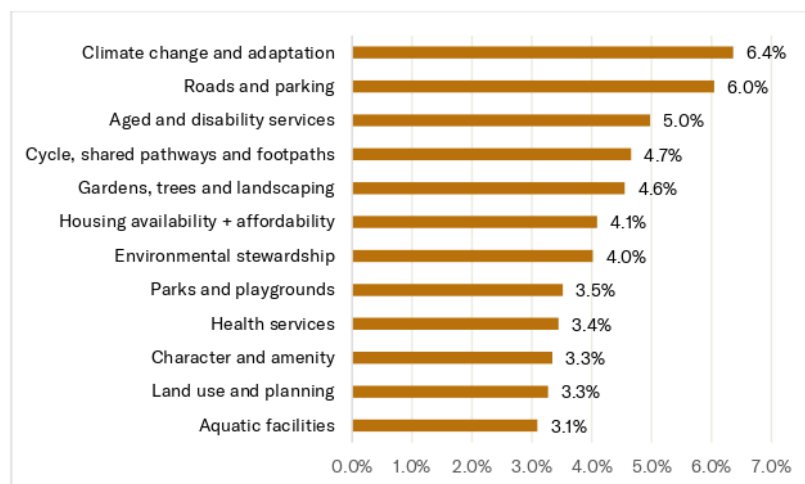
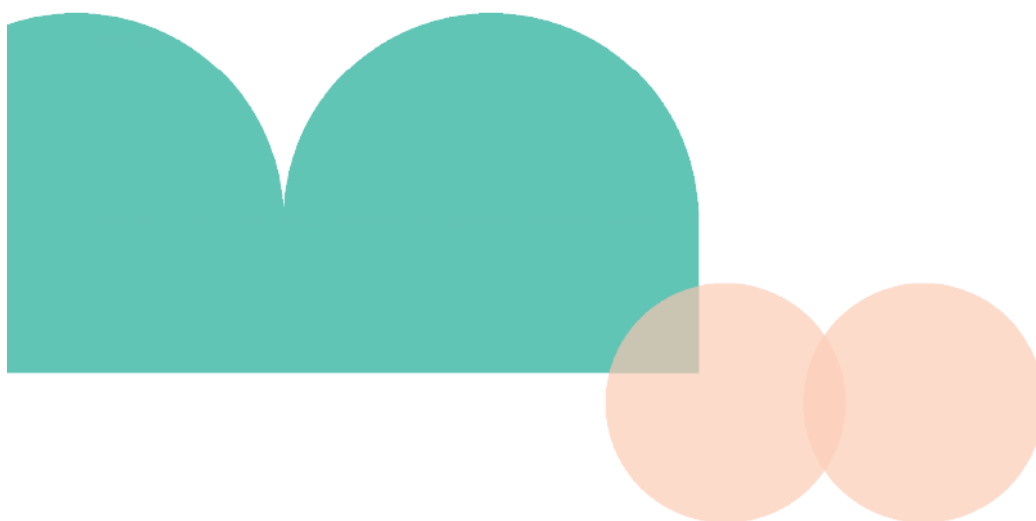


Figure 35. QP - Services & projects

With more than 94 percent of what we heard coming from participants through the online survey it corresponds closely with the five overall priorities outlined. However, even with a small sample size which should be read with caution. It is interesting to note that telephone interview respondents placed housing affordability, infrastructure, future resilience and transport in their top five priorities.

Table 40. QP – Services & projects by method

LGA	Top attribute	Attribute 2	Attribute 3	Attribute 4	Attribute 5
Queanbeyan-Palerang <i>n=716</i>	Climate change and adaptation	Roads and parking	Aged and disability services	Cycle, shared pathways and footpaths	Gardens, trees and landscaping
Online survey <i>n=550</i>	Climate change and adaptation	Roads and parking	Aged and disability services	Cycle, shared pathways and footpaths	Gardens, trees and landscaping
Submissions <i>n=1</i>	Environmental stewardship	-	-	-	-
Discussion guides <i>n=150</i>	Aged and disability services/ Community buildings and facilities/ Roads and parking			-	-
Targeted telephone interviews <i>n=16</i>	Roads and parking	Housing availability and affordability/ Infrastructure		Sports facilities/ Future resilience	



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QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.9 DRAFT COMMUNITY STRATEGIC PLAN 2042

ATTACHMENT 3 CRJO REGIONAL COMMUNITY STRATEGIC PLAN



Canberra Region Joint Organisation **Regional Community Strategic Plan**

January 2022



projectura



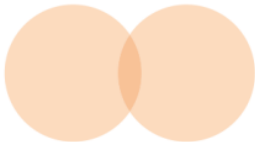
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Appendix 2: How to read this plan	

Towards 2042, Regional Community Strategic Plan

Prepared for	Canberra Region Joint Organisation
Date	January 2022
Version	v1.0 DRAFT
Contributors	Projectura, Bega Valley Shire Council, Goulburn Mulwaree Council, Queanbeyan-Palerang Regional Council, Snowy Monaro Regional Council, Snowy Valleys Council, Upper Lachlan Shire Council, Yass Valley Council, and Taverner Research Group.

Disclaimer	The information contained in this document produced by Projectura is for the exclusive use of the Canberra Region Joint Organisation. The information in this plan is current as of the date of publication. Projectura makes every attempt to ensure that all material is accurate and complete but recommends that readers exercise their skill and care concerning its use.
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Executive Summary

We acknowledge the Traditional Custodians of the land on which we work and recognise their ongoing connection to the Wiradjuri and Yuin land and waterways.

We recognise the Ngunnawal People, Ngarigo People, Namadgi People, Walbanga People, Walgalu People, Murramurang People, Djiringanj People, Gandangara People, Thaua People, and Bemerangal People.

We also recognise the many other Aboriginal and Torres Strait Islander community members across the region who make up the vibrant communities where we visit and work.

We pay respect to the wisdom of Elders, past, present, and emerging and shares a commitment to engaging communities with a spirit of reconciliation and respect.

About this document

This document outlines the aspirations of the region and sets strategies to achieve them. It is split into three sections, introduction, regional findings and Community Strategic Plans (CSP). Each participating Council has a chapter outlining their CSP. Each CSP is framed by five themes essential to the liveability and prosperity of local communities: community, economy, environment, infrastructure and civic leadership.

Introduction

In 2021, the Canberra Region Joint Organisation (CRJO) and seven member Councils resolved to collaborate to review their current Community Strategic Plans (CSPs) and apply a regional lens to identify the region's challenges and opportunities. The Regional Community Strategic Plan (RCSP) project was established with an outlook to 2042 and publicly named Towards 2042. CRJO engaged Projectura to work with the group and the broader community to deliver the Draft Regional Community Strategic Plan.

Community Strategic Plan

All NSW Councils must have a Community Strategic Plan (CSP) under the Local Government Act 1993. The CSP documents the community's vision, aspirations, and priorities. It must have a minimum outlook of ten years and be reviewed with the community every four years to ensure it is relevant. The CSP is the Council's highest level planning document and informs the strategic direction of the Council's integrated planning and reporting framework. Guided by the aspirations in the CSP, Councils will prepare a suite of supporting documents, including the Delivery Program, Resourcing Strategy, and Operational Plan, to deliver the community vision.

A regional approach

The Towards 2042 project was built on the success of the Tablelands Regional Community Strategic Plan, which was developed in 2016 by Goulburn Mulwaree, Upper Lachlan, and Yass Valley councils. It also seeks to build on the work of participating councils who have worked with their communities to develop CSPs that outline the long-term aspirations of the community.

From past work developing Community Strategic Plans, it was clear that each village, town, and municipality have separate identities with their own unique set of aspirations and priorities. Since its inception, CRJO has noted that the priorities identified in one Council area are shared across the region by fellow Councils in many instances. Similarly, some challenges and opportunities share a regional status.

This RCSP provides a local CSP for each contributing Council area that articulates local priorities and places a regional strategic lens across each Council's findings to build a solid evidence base for collaboration and advocacy. The RCSP shares a 20-year outlook with local CSPs and ensures an integrated approach to planning, monitoring, and performance across the region. The regional approach presents a range of progressive, cooperative opportunities.

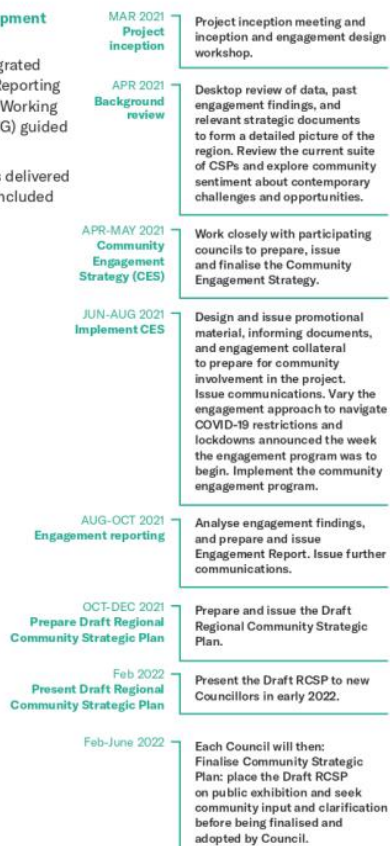
The benefits of this joint approach are value for money through joint procurement and the strengthening of regional priorities and strategies via measuring community sentiment through a coordinated engagement approach.

Executive Summary

Project development and overview

The CRJO Integrated Planning and Reporting and Wellbeing Working Group (IPRWG) guided the project.

Essential tasks delivered by Projectura included >> >>



What the community told us

Between 21 June to 13 August 2021, 6,700 people from across the Canberra region participated in Towards 2042 engagement. The community contributed their thoughts and opinions through a survey, discussion guides, drawing sheets, pop up sessions, workshops, and telephone interviews.

Their findings were reported in the Towards 2042 Engagement Report and informed the development of the RCSP and local CSPs.

The following priorities were identified across the region >> >>

Beautification and town identity

Revitalise streetscapes to enhance the character of townships and villages, along with their unique history and heritage.

Business support

Support businesses, particularly in sectors such as agriculture, tourism and retail.

Climate change mitigation and adaptation

Our communities desire to take action on climate mitigation and adaptation, carbon neutrality, clean energy, more robust environmental policy, council leadership, and sustainable living.

Council operations

Improve Council operations relating to financial management, governance, transparency and leadership.

Council partnership with community

Strengthen the relationships between Council and the community through improved communications and community engagement.

Economic Growth

Grow the regional economy by diversifying and attracting new responsible industries.

Employment

People have access to well-paying, long term, local jobs across the region. Similarly, employers can attract and retain employees. Provide local education and training pathways, mainly to keep young people in the area.

Environmental conservation

Less extractive practices, environmental stewardship, waste management, protection and preservation of our natural landscapes.

Greener spaces

Additional parks and gardens, more open space, and focus on trees and landscape. Additional trees for shade, especially in town.

Housing availability and affordability

Address housing options available and at more affordable prices. There are concerns regarding the supply of housing and its ability to accommodate a growing population. Our communities are also seeking accommodation that suits the changing demographics and is accessible for older people.

Planning

Improve the process and transparency of decision making regarding land use, planning and development.

Renewable energy

100% renewable energy for our community, solar, green economy/development that is sustainable and good for the environment.

Sport and recreation facilities

Enhance sports and recreation facilities to support active lifestyles. Focus on constructing rail trails, active travel routes, sport and recreation precincts, and aquatic facilities.

Strong community

Focus on community safety and build resilience to natural, economic and health disasters. Improve the accessibility of our infrastructure and services, support mental health and wellbeing, and improve the inclusivity and acknowledge First Nations people.

Transport

Improve road infrastructure, car parking and footpaths, and improve access to, and options for, public and community transport.

Young people

Support young people in our region by addressing housing issues, increasing the variety and supply of quality education, training, and employment options, and providing more recreational activities.

Message from CRJO

Welcome to the first Canberra Region Joint Organisation (CRJO) Regional Community Strategic Plan (RCSP), a document that elevates the voices of local communities to a regional level. One of CRJO's core functions is to work with member Council's to deliver better outcomes for our communities and the region.

This project crystallises the regional priorities our organisation will be working towards. This RCSP builds on the excellent work undertaken to develop the Tablelands Regional Community Strategic Plan 2016-2036 that amplified the community's voice in determining their future vision and priorities. With the development of the RCSP, we have extended the community's vision across seven local government areas in our region.

Between June and August 2021, we heard from more than 6,700 people across our region. Through this plan, we honour the unique aspirations of local communities while identifying challenges and opportunities that are common to all areas across our region.

Some of the key findings across our region were that participants highly valued the natural environment, people, community, and lifestyle. The challenges identified at a local level that were consistent across the region included jobs and employment, environmental sustainability, retaining and supporting young people, roads and transport, and financial sustainability of our Council's.

Our RCSP sets out the strategies we will employ to reach our shared goals throughout the Canberra region.

Kalina Koloff, CEO
Canberra Region Joint Organisation



Introduction



About CRJO

In 2017, the NSW Parliament passed the Local Government Amendment (Regional Joint Organisations) Act 2017, to establish a network of joint organisations (JOs). The JOs are local government entities with legal powers to enable councils to work together at a regional level and with state agencies and other organisations to achieve better planning, economic development and service delivery outcomes in regional NSW.

The Canberra Region Joint Organisation (CRJO) provides a forum for councils, State agencies and other stakeholders to work together at a regional level to identify shared priorities; delivering important regional projects and better outcomes for communities.

The CRJO’s core objectives include:

1. Strategic Planning and Priority Setting

Establishing strategic regional priorities and developing plans for delivering these priorities.

2. Shared Leadership and Advocacy

Providing leadership and advocating for strategic regional priorities.

3. Intergovernmental Collaboration

Identifying opportunities for intergovernmental cooperation on matters relating to the region.

The Canberra Region is a unique and diverse geographic region which stretches from the South-West slopes, through the Sydney-Canberra corridor across the Eurobodalla down to the Sapphire Coast and then to the Snowy Mountains. The CRJO[1] consists of ten (10) member councils, three (3) associate members and one (1) affiliate member. The total population of the CRJO region, including the ACT, is 750,000 (2017) with a total area of 48,000km2 and a gross regional product of \$9.82 billion.

[1] Member Councils: Bega Valley Shire, Eurobodalla, Snowy Monaro, Snowy Valleys, Queanbeyan-Palerang, Goulburn-Mulwaree, Hilltops, Yass Valley, Wingecarribee, Upper Lachlan, Associate Members: Wagga Wagga City Council, East Gippsland, ACT Government, Affiliate Member: Canberra Airport.





Project overview

Following the success of the Tablelands Regional Community Strategy Plan developed by Goulburn Mulwaree, Upper-Lachlan, and Yass Valley councils in 2016, the Canberra Region Joint Organisation (CRJO) resolved to create a broader Regional Community Strategic Plan (RCSP) for the period 2022-2042.

In 2021 the CRJO set out to develop an RCSP that captured the aspirations of our communities' and elevated regional priorities.

What is a Regional Community Strategic Plan?

The RCSP seeks to build on the work of Councils who have worked with their communities to develop CSPs that outline the aspirations of the community. Since its inception, CRJO has noted that the priorities identified in one Council area are shared across the region by fellow Councils in many instances. This RCSP provides a local CSP for each contributing Council area to articulate local priorities but then places a regional strategic lens across each Council's findings to build a solid evidence base for collaboration and advocacy. The RCSP shares a 20-year outlook with local CSPs and ensures an integrated approach to planning, monitoring, and performance across the region.



Participating councils

These Councils include:

- Bega Valley Shire Council
- Goulburn Mulwaree Council
- Queanbeyan-Palerang Regional Council
- Snowy Monaro Regional Council
- Snowy Valleys Council
- Upper Lachlan Shire Council
- Yass Valley Council

Methodology

The project involved the development of the RCSP Community Engagement Strategy and Regional Community Strategic Plans, with separate chapters dedicated to each participating Council. The project included 4 main stages:

1

Develop a Community Engagement Strategy

2

Conduct broad engagement, asking:
Where are we now?
Where do we want to be in ten years?
How will we get there?
How will we know when we have arrived?

3

Analyse results and determine strategic priorities

4

Prepare, issue and present the Draft RCSP

Schedule

The stages of the RCSP were complemented by the outputs listed below.

MAR-APR 2021

Inception, and desktop review of current Community Strategic Plans, relevant state strategies, research findings, and data sets.

MAY-AUG 2021

Prepare and implement the Community Engagement Strategy

AUG-SEP 2021

Analyse engagement findings and prepare and issue Community Engagement Report

SEP-DEC 2021

Prepare and issue a draft Regional Community Strategic plan (including individual chapters), including indicators.

FEB 2022

Present the Draft Regional Community Strategic Plan to individual councils.

FEB-JUN 2022

Councils to seek community feedback, and finalise the Community Strategic Plan

Introduction

Community engagement

Engagement objectives

The objectives of the stakeholder engagement were to:

- Engage the community in developing a Regional Community Strategic Plan based on the social justice principles of equity, access, participation and rights.
- Ask community members to identify new opportunities and challenges to determine priorities for the future of their region.
- Hear a broad range of voices.
- Ensure local, regional and state priorities are considered in the development of the RCSP.

What questions we asked

- How do you feel about the vision in the adopted CSP?
- How are we tracking with the existing CSP?
- What makes your community a great place to live?
- What do you think are the main challenges facing your community?
- What have you seen in another area/shire that you think would work well in your community?
- What is one thing you would like to see achieved in your community in the next ten years?
- What services or projects do you think the Council should be prioritising or lobbying other levels of government for?

Engagement methods

Virtually – surveys, online workshop.

In conversation – discussion guides, pop-ups, telephone interviews.

On paper – drawing sheets, formal written submissions.

Participation

Our engagement activities successfully gathered personalised views from a broad cross-section of the community. Between 21 June to 13 August 2021 more than **6,700** people from across our region participated in the Towards 2042 engagement. All ages and genders were consulted and represented.



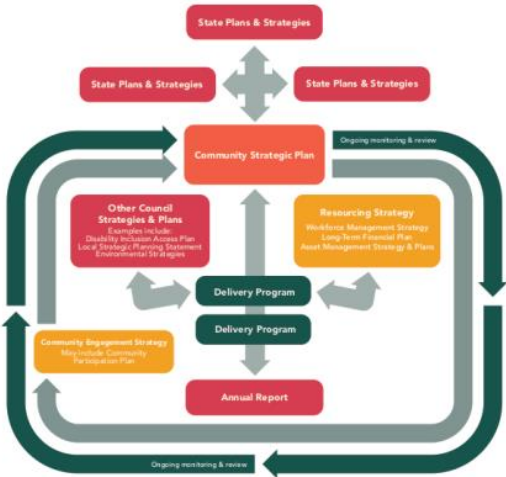
Introduction

Integrated Planning and Reporting

All NSW Councils must implement Integrated Planning and Reporting when preparing, developing, or reviewing Community Strategic Plans under the Local Government Act 1993. The CSP is the anchor document which ensures the community's aspirations and priorities are

integrated into the operational planning of each local Council. To deliver upon the community's aspirations documented in the CSP, Councils will prepare a delivery suite of documents, including the Delivery Program, Resourcing Strategy, Community Engagement Strategy, and Operational Plan.

The diagram below demonstrates how the integrated planning and reporting framework is connected and how the documents complement each other.



Regional findings



Regional findings

Our region

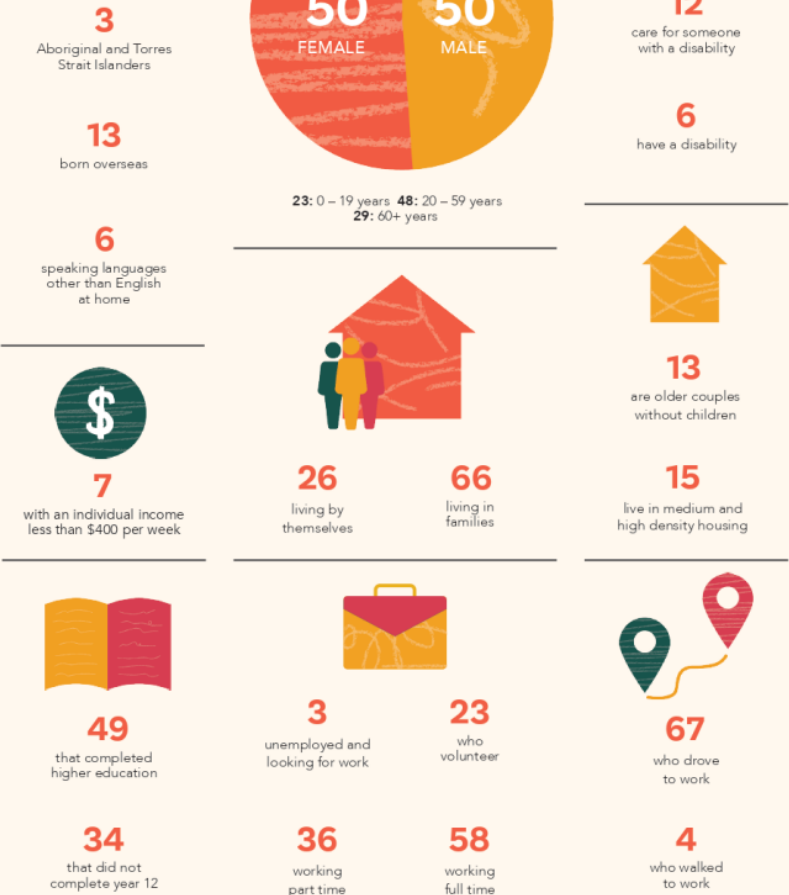
Our region is as diverse as it is beautiful. The Canberra region has the very best of the tablelands, mountains, and the sea. We have major regional centres and boast of being close to capital cities such as Sydney and Canberra.

The following data is for the whole of the CRJO region, not just for the local government areas participating in the Towards 2042 project.



* Socio-Economic Indexes for Areas (SEIFA) is score that ranks areas in Australia according to relative socio-economic advantage and disadvantage in terms of people's access to material and social resources, and their ability to participate in society.

If the Canberra Region consisted of 100 people, there would be:



Source: Profile.id. Economy.id. ABS Census 2016. BOSCAR, NSW Health stats. NSW Population Health Survey.

Regional findings

Regional analysis

Through the delivery of engagement methods across our seven participating Council areas, we have been able to identify the significant strengths, challenges and improvements sought at a regional level.

Our analysis is based on the feedback provided across the area relating to each theme:



Community



Community is an inclusive term that relates to our social commonalities. It focuses on how people live, connect, and support themselves and each other.

Strengths

Lifestyle: Residents enjoy a peaceful, relaxed, and balanced lifestyle. Our regional setting is near Sydney and Canberra, and people appreciate the open space, affordable living comparative to metropolitan areas, and safe and inclusive public spaces.

Local people and spirit: People are friendly, with great neighbours, with a strong sense of community spirit. Communities are welcoming and celebrate diversity.

Activities and adventure: People have an abundance of opportunities for activities and adventure. Residents get outdoors and participate in a variety of recreational activities and arts and cultural opportunities; also making our region an attractive destination for tourists and visitors.

Challenges

Social issues: Residents are concerned about community inclusion, cohesion and connection, diversity and inclusion, and the impact of alcohol and other drugs and crime.

Changing demographics and size: Population growth and a demographic shift have precipitated a change in community dynamics. The evolving nature of local communities presented an environment of change related to retaining the rural character of settlements, coping with population growth, and ensuring the right services and infrastructure was in place to cater to cohorts such as older people.

Services: Residents experienced difficulty accessing GP's, specialists, and health services in their local communities.

Priorities

Young people: Support young people in our region by addressing housing issues, increasing the variety and supply of quality education, training, and employment options, and providing more recreational activities.

Strong community: Focus on community safety and build resilience to natural, economic and health disasters. Improve the accessibility of our infrastructure and services, support mental health and wellbeing, and reconcile with First Nations people.

Services: Services priorities include access to GP's, specialists, and health services, aged care, and mental health services in local communities. Most of these services are provided and funded by other levels of government.

Regional findings

Economy



Economy refers to the community's state relative to employment, industry, gross regional product, and output. Also included are essential influences on the local economy, such as housing.

Strengths

Tourism: The region boasts diverse tourism experiences including abundant recreation opportunities and a vibrant art and cultural offering that are unique and accessible to visitors.

Connectivity: People live close to Canberra and Sydney, and travel time across the region is short. With its convenient location and high liveability, our region is an attractive places to live for those who can access flexible and remote working arrangements.

Industries: Health care, construction, agriculture, and tourism are key employment industries for the region. With significant infrastructure stimulus in the area, our region will benefit from additional employment opportunities and economic stimulus. Many smaller, local businesses contribute to the economy.

Challenges

Housing availability and affordability: The current availability of both housing and land, the increased cost of housing, and the poor diversity of housing stock and lot sizes.

Building and diversifying our economy: Attracting new businesses to the region, greater support and development opportunities for local businesses, the diversification of the economic base, supporting tourism, and addressing shop vacancies in CBD's

Jobs and employment: People are seeking for local work opportunities within the region. The recruitment and retention of a skilled workforce is a crucial challenge.

Recovery: Many communities are facing economic recovery from the impacts of both natural and health disasters. The effects of COVID-19 lockdowns have been compounded in bushfire and flood-affected communities.

Priorities

Housing availability and affordability: Plan for steady supply of affordable housing suitable to current and forecast demographics.

Economic growth: Grow the regional economy by diversifying and attracting new responsible industries.

Assist industries: Support businesses, particularly in sectors such as agriculture, tourism and retail.

Employment: People have access to well-paying, long term, local jobs across the region. Similarly, employers can attract and retain employees. Provide local education and training pathways, mainly to keep young people in the area.

Environment



Environment considers both the local natural and the broader global environment, including resource use and climate change issues.

Strengths

Natural environment: The beautiful natural environment is greatly valued. People have access to varying landscapes, including bushland, mountains, and the ocean, and enjoy four distinct seasons.

Water and air quality: Residents enjoy the region's natural environment and benefit from waterways and clean air.

Environmental stewardship: People are passionate about protecting our natural landscapes and volunteer their time to help preserve them. Our people are environmentally aware, concerned about protecting and restoring biodiversity and wildlife, and enthusiastic about sustainable living.

Challenges

Climate change and adaptation: Current mitigation and adaptation action approach to address climate change within the region. Closely linked to climate change was the need to prepare for and respond to natural disasters and acknowledging the impact of climate change on health, wellbeing and the economy.

Development concerns: Retaining the area's character, balancing growth, and ensuring planning, infrastructure and service keep pace with it.

Environmental sustainability: Sustainable land management practices, the conservation of the environment, the transition to green energy and industry and water security were all challenges that participants identified.

Priorities

Climate change mitigation and adaptation: Take action on climate mitigation and adaptation, carbon neutrality, clean and renewable energy, more robust environmental policy, council leadership, and sustainable living.

Environmental conservation: Less extractive practices, environmental stewardship, waste management, protection and preservation of our natural landscapes.

Greener spaces: Better use of parks and gardens, more focus on open space, trees and landscape. Additional trees for shade, especially in towns and villages.

Regional findings

Infrastructure



Infrastructure refers to the built environment such as water, sewer, waste, community facilities, roads, bridges, footpaths, sports and recreation facilities and other buildings that enable the operation of our communities and support liveability, participation and movement in our region.

Strengths

Character and amenity: Residents enjoy the clean and tidy towns and villages, and people are happy with the well-maintained footpaths and roads. Of particular strength are the beautiful parks, gardens and playgrounds. Residents are proud of the region's unique history, values, and heritage buildings.

Trails and paths: Trails and paths for walking and cycling are accessible and favoured. Active travel is supported by rail trail sections, walking paths through town, and mountain bike tracks.

Facilities: While facilities differ within each local community, the region, in general, offers a variety of excellent community facilities. Residents enjoy quality libraries, sports facilities, medical facilities, and aquatic centres.

Challenges

Infrastructure general: Infrastructure maintenance focusing on town presentation, community facilities, funding and investment, and history and heritage.

Roads: Road quality, safety and maintenance.

Transport: Access to public transport and transport links, and good traffic management.

Water, waste, and sewerage: Provision of quality water, waste and sewerage services across the region. Reduce littering and illegal dumping.

Priorities

Sport and recreation facilities: Enhance sports and recreation facilities to support active lifestyles. Focus on constructing or maintaining rail trails, active travel routes, sport and recreation precincts, and aquatic facilities.

Beautification and town identity: Revitalise streetscapes to enhance the character of townships and villages, along with their unique history and heritage.

Roads and transport: Improve road infrastructure, car parking and footpaths, and improve access to, and options for, public and community transport.

Civic leadership



Civic leadership refers to a state where a community is improved through organisational and community leadership that meets and addresses the challenges and opportunities prevalent within the region.

Strengths

Funding: Councils are proactive in seeking funding for programs and infrastructure.

Council staff: Councils have skilled and courteous staff.

Involvement: Councils are actively involved in the community and have inclusive practices and programming.

Challenges

Leadership: Concern with current practices related to leadership and governance, community engagement and communication, the equal distribution of services and funding across Council areas, and rates.

Financial sustainability: Participants questioned the long-term economic viability of Councils' and sought solid financial management to alleviate these concerns.

Independence: Developing greater transparency and trust, ensuring Councils are an independent body and addressing or preventing corruption.

Priorities

Council operations: Improve Council operations relating to financial management, governance, transparency and leadership.

Council partnership with community: Strengthen the relationships between Council and the community through improved communications and engagement.

Planning: Improve the process and transparency of decision making regarding land use, planning and development.



Regional findings

Sub-regional analysis

The CRJO region encompasses a broad geographic area. Within the CRJO footprint, there are three broad sub-regions: Tablelands and City, Mountains and Coastal.

All sub-regions believe that the beautiful natural environment, the local people and spirit, and the lifestyle are essential attributes of their region. Those living in the Mountain Region particularly enjoyed the sense of community, while those living in the Tablelands Region also saw the location, convenience, history, and heritage as strengths.

Challenges varied between the different sub-regional areas. However; jobs and employment and environmental and financial sustainability were prime challenge across the region.

All areas indicated that aged and disability services were a top priority for their communities. Roads and parking, along with infrastructure and paths, were priorities in the Tablelands and Mountains sub-regions. While the Coastal sub-region indicated climate change and adaptation was a high priority.



Tablelands and City

Councils: Goulburn Mulwaree Council, Queanbeyan-Palerang Regional Council, Upper Lachlan Shire Council and Yass Valley Council.

Strengths: Beautiful natural environment, local people and spirit, lifestyle, peace and quiet, location and convenience.

Challenges: Jobs and employment, changing demographics and size, environmental sustainability.

Priorities: Roads and parking, aged and disability services, infrastructure.



Mountains

Councils: Snowy Monaro Regional Council and Snowy Valleys Council.

Strengths: Beautiful natural environment, lifestyle, sense of community, local people and spirit.

Challenges: Governance and leadership, jobs and employment, financial sustainability.

Priorities: Cycle, shared pathways and footpaths, aged and disability services, and roads and parking.



Coastal

Councils: Bega Valley Shire Council.

Strengths: Beautiful natural environment, local people and spirit, peace and quiet, lifestyle.

Challenges: Jobs and employment, environmental sustainability, climate change and adaptation.

Priorities: Climate change and adaptation, aged and disability services.

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.10 QUARTERLY BUDGET REVIEW STATEMENT FOR THE
 QUARTER ENDING 31TH DECEMBER 2021

ATTACHMENT 1 DECEMBER 2021 QUARTERLY BUDGET REVIEW
 STATEMENT



QPRC

Quarterly Budget Review Statement

31 December 2021

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1. INTRODUCTION

Clause 203 (1) of the Local Government (General) Regulation 2005 (the Regulations) requires a council's responsible accounting officer to prepare and submit a quarterly budget review statement (QBR) to the council. The QBR must show a revised estimate of income and expenditure when compared to the original budget as forecast in the operational plan. This allows Council to ensure that it remains on track to meet its objectives, targets and outcomes as set out in its operational plan and explain any necessary variations to ensure transparency in decision making.

The December quarterly budget review (QBR) is the second budget review for the financial year. The review includes analysis of:

- External factors that affected financial performance against budget, new grants and additional projects approved by Council.
- What trends are emerging to inform future budgets, expenditure trends from prior financial years.

The budgeted consolidated operating result has moved from an operational surplus of \$1.9M at September budget review to a deficit of \$1.9M. The budgeted General Fund operating result has moved significantly from an original operational deficit of \$5.2M to \$7.9M. The key changes recommended for adjustment at this QBR are:

- Fees and charges have been reduced to account for the deferral of private works to a future financial year, this has been offset by increased income associated with additional development activity and s10.7 planning certificates.
- Materials and contracts have increase by \$3M, additional operational road maintenance works required due to unforeseen weather conditions; this has been partly offset by reduction in capital road works.
- The QCCP project has now commenced, and net construction cashflows have been reviewed. Projected capital expenditure on the QCCP in 2021/22 has been spread to the next financial year, reducing by \$6M to \$21M.

The following table provides a summary view of the council's overall financial forecast for the full year based on year to date and anticipated performance to 30th June 2022 for the December Quarterly Review.

Consolidated Funded Result

Description	ORIGINAL	Approved Changes		REVISED	Recommended changes	PROJECTED	Actual
	Budget	Carry Overs	QBRS - Sept	Budget	for Council Resolution	year end result	YTD
	\$	\$	\$	\$	\$	\$	\$
Income							
Rates and Annual Charges	-79,003,736	0	-633,236	-79,636,972	0	-79,636,972	-78,539,652
User Charges & Fees	-33,593,983	0	547,205	-33,046,778	819,538	-32,227,240	-10,624,065
Interest	-4,202,403	0	0	-4,202,403	-8,151	-4,210,554	-1,841,642
Other Revenue	-1,638,871	0	-190,267	-1,829,138	-73,746	-1,902,884	-776,070
Operating Contributions	-1,058,917	0	320,714	-738,203	0	-738,203	-488,244
Operating Grants	-34,202,708	0	-7,784,308	-41,987,016	-259,225	-42,246,241	-10,716,227
Profit or Loss on Disposal	0	0	-20,000	-20,000	0	-20,000	-757,230
Total Income	-153,700,618	0	-7,759,892	-161,460,510	478,417	-160,982,094	-103,743,129
Expense							
Employee Costs	40,003,539	0	1,036,621	41,040,160	-49,598	40,990,562	20,177,803
Borrowing Costs	4,318,814	0	0	4,318,814	0	4,318,814	1,127,161
Materials & Contracts	79,666,367	82,414	7,148,463	86,897,244	2,964,597	89,861,841	33,039,210
Depreciation	30,306,535	0	0	30,306,535	0	30,306,535	0
Other Expenses	2,277,664	0	-293,414	1,984,250	53,595	2,037,845	943,199
Revaluation decrement / impairment	0	0	0	0	0	0	-4,561,086
Internal Expenses	-4,666,686	-87,608	-228,437	-4,982,731	318,056	-4,664,675	-714,302
Total Expense	151,906,233	-5,194	7,663,232	159,564,272	3,286,650	162,850,922	50,011,985
Operating (Surplus)/Deficit before Capital	-1,794,385	-5,194	-96,660	-1,896,238	3,765,067	1,868,829	-53,731,144

9.10 Quarterly Budget Review Statement for the Quarter Ending 31th December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

Description	ORIGINAL	Approved Changes		REVISED	Recommended changes	PROJECTED	Actual
	Budget	Carry Overs	QBRS - Sept	Budget	for Council Resolution	year end result	YTD
	\$	\$	\$	\$	\$	\$	\$
Capital Income							
Capital Contributions	-13,695,524	-705,000	1,491,800	-12,908,724	-939,305	-13,848,029	-2,807,639
Capital Grants	-39,347,937	-486,964	-5,183,671	-45,018,572	-13,973,778	-58,992,350	-12,014,454
Operating (Surplus)/Deficit after Capital	-54,837,846	-1,197,158	-3,788,530	-59,823,534	-11,148,016	-70,971,550	-68,553,237
Non Cash							
Capital Contributions	6,968,020	0	0	6,968,020	22,799	6,990,819	-898,153
Depreciation	-30,306,535	0	0	-30,306,535	0	-30,306,535	-451
Profit or Loss on Disposal	0	0	20,000	20,000	0	20,000	757,230
Total Non Cash	-23,338,515	0	20,000	-23,318,515	22,799	-23,295,716	-141,373
Investing Fund Flows							
Capital Works Program	174,775,368	14,919,639	-18,201,099	171,493,909	-12,079,000	159,414,909	28,889,954
Asset Purchases	4,574,000	3,635	27,500	4,605,135	920,000	5,525,135	2,810,946
Loan Principal Repayments	7,867,287	0	0	7,867,287	0	7,867,287	2,967,875
Total Investing Fund Flows	187,216,655	14,923,274	-18,173,599	183,966,331	-11,159,000	172,807,331	34,668,775
Financing Fund Flows							
Sale of Assets	-550,000	0	-20,000	-570,000	-550,000	-1,120,000	-757,230
Proceeds from Borrowings	-86,438,216	0	23,878,312	-62,559,904	2,518,000	-60,041,904	0
Total Financing Fund Flows	-86,988,216	0	23,858,312	-63,129,904	1,968,000	-61,161,904	-757,230
Net (Inc)/Dec in Funds before Transfers	22,052,078	13,726,117	1,916,183	37,694,378	-20,316,217	17,378,161	-34,783,065
Reserve Movements							
Transfers to Internal Reserves	9,987,025	0	-4,891,919	5,095,106	610,522	5,705,628	
Transfers to Developer Contributions	6,727,504	0	-1,491,800	5,235,704	899,506	6,135,210	
Transfers to Other External Reserves	28,209,604	700,000	-172,856	28,736,748	41,659,740	70,396,488	
Transfers from Internal Reserves	-15,709,769	-1,979,905	4,527,717	-13,161,957	-491,784	-13,653,741	
Transfers from Developer Contributions	-7,310,962	-3,750,048	-381,633	-11,442,643	-1,723,713	-13,166,356	
Transfers from Other External Reserves	-45,335,774	-8,933,952	-1,027,055	-55,296,781	-22,880,673	-78,177,453	
Total Reserve Movements	-23,432,372	-13,963,905	-3,437,545	-40,833,823	18,073,599	-22,760,224	
Net (Inc)/Dec in Unrestricted Funds	-1,380,294	-237,788	-1,521,363	-3,139,445	-2,242,619	-5,382,063	

2. COMPLIANCE STATEMENT BY RESPONSIBLE ACCOUNTING OFFICER

Based on the information in this report the following statement is made in accordance with clause 203(2) of the Local Government (General) Regulations 2005. In my opinion, Council's projected short term financial position (ie the level of working capital) as at 30/6/22 will be satisfactory, with high risk, taking into account the original and revised estimates for income and expenditure. Current levels of unrestricted cash and internal reserves held by Council are low, and Council is putting in place improved cash management procedures including reporting and monitoring of internal reserves, budget performance and grant claims management processes.

- In my opinion, Council's projected short term financial position (ie the level of working capital) as at 30/6/22 will be satisfactory, taking into account the original and revised estimates for income and expenditure.



Josh Staniforth
Responsible Accounting Officer

3. SUMMARY BY FUND AND SIGNIFICANT BUDGET VARIATIONS

The Budget Review Statement by Fund forms and presents the Council forecast performance for each of the different funds being General Fund, Water Fund, Sewerage Fund. The financial data includes the following information:

- Original budget (as per the operational plan)
- Approved changes to the budget
- Recommended changes for Council resolution (proposed variations for the current quarterly review)
- Forecast year end result (if proposed variations are adopted by Council)
- Actual year to date (YTD) data
- Explanations for significant and material budget adjustments recommended to Council. The material variations threshold has been determined to be >10% of the original budget for either income or expenses.

4. SUMMARY BY SERVICES

The Budget Review Statement by Branch forms and presents budgeted operating result by services.

5. CAPITAL EXPENDITURE STATEMENT

The Capital Statement Forms and provides Councils Capital Works Program budget. The capital budget will be reviewed during the remainder of this financial year on an ongoing basis with Capital Works Managers. Cash flow forecasts of major projects will be monitored to ensure that expenditure is in line with budget.

6. CASH & RESERVES BUDGET SUMMARY

The cash and reserves summary reports Council's current total reserve funds, and balance of working funds as at 31 December 2021. Working funds moves significantly up and down throughout the year based on large cashflow movements for quarterly rates instalments, grant payments and capital expenditure. Most of Council's cash is restricted in its use to specific purposes by external bodies, legislation and Council resolution. Internal reserves have fallen in recent years due to a large amount of grant funds owed to Council by State Government, where grants are paid on a claims basis, after capital expenditure is incurred. Additionally, ongoing general fund deficits combined with Council's strategy to increase investment in community infrastructure have resulted in a drawdown of unrestricted cash and internal reserve funds over time. Council has recognised the need to reverse the general fund deficit, improve its cash management and debt collection, and increase internal reserves in order to reduce its financial risks.

Cash & Reserves Report 2021/2022 from Opening Balances to December						
Account	Natural Account Description	General Fund	Water Fund	Sewer Fund	Trust Funds	Total
		\$	\$	\$	\$	\$
Cash and Investments						
800	Cash and cash equivalent assets	-61,968,855	37,928,572	79,370,952	402,172	55,732,840
802	Current Investments	43,090,021	0	0	0	43,090,021
810	Non Current Investments	95,400,000	0	0	0	95,400,000
	Bank to Ledger Variations	5,096,051	0	0	0	5,096,051
	Cash Assets	81,617,217	37,928,572	79,370,952	402,172	199,318,912
External Restrictions in Liabilities						
900	Ext Res Liab - GF Unexpended Loans	2,447,539	0	0	0	2,447,539
901	Ext Res Liab - WF Unexpended Loans	0	0	0	0	0
	Total Ext Rest in Liabilities	2,447,539	0	0	0	2,447,539
910	Ext Res Developer - Roads	23,163,798	0	0	0	23,163,798
911	Ext Res Developer - Parking	70,150	0	0	0	70,150
912	Ext Res Developer - Open Space	275,479	0	0	0	275,479
913	Ext Res Developer - Community Facilities	4,244,984	0	0	0	4,244,984
914	Ext Res Developer - Bushfire	188,314	0	0	0	188,314
915	Ext Res Developer - Waste	303,101	0	0	0	303,101
916	Ext Res Developer - Rural Addressing	18,945	0	0	0	18,945
917	Ext Res Developer - Recreation Facilities	1,130,752	0	0	0	1,130,752
919	Ext Res Developer - Pathway	551,795	0	0	0	551,795
920	Ext Res Developer - Street Upgrade	661,608	0	0	0	661,608
921	Ext Res Developer - Other	1,358,373	0	0	0	1,358,373
923	Ext Res Developer - S711 Planning Agreement	1,756,555	0	0	0	1,756,555
924	Ext Res Developer - WF	0	5,565,346	0	0	5,565,346
925	Ext Res Developer - SF	0	0	10,010,946	0	10,010,946
	Total Ext Rest Dev Contributions	33,723,854	5,565,346	10,010,946	0	49,300,146
External Restrictions Grants						
940	Ext Res Unexp Grants - GF	20,767,691	0	0	0	20,767,691
	Total Ext Rest Grants	20,767,691	0	0	0	20,767,691

9.10 Quarterly Budget Review Statement for the Quarter Ending 31th December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

Account	Natural Account Description	General Fund	Water Fund	Sewer Fund	Trust Funds	Total
		\$	\$	\$	\$	\$
External Restrictions Other						
943	Ext Res Other - SEWOL	0	0	0	372,106	372,106
944	Ext Res Other - Trust	0	0	0	30,065	30,065
945	Ext Res Other - SF	0	0	69,360,006	0	69,360,006
946	Ext Res Other - WF	0	32,363,225	0	0	32,363,225
947	Ext Res Other - DWM	11,567,959	0	0	0	11,567,959
948	Ext Res Other - Stormwater	122,151	0	0	0	122,151
949	Ext Res Other - GF	290,105	0	0	0	290,105
	Total Ext Rest Other	11,980,214	32,363,225	69,360,006	402,172	114,105,617
Internal Restrictions						
950	Int Res - Plant & Vehicle	1,089,794	0	0	0	1,089,794
951	Int Res - Infrastructure	1,037,048	0	0	0	1,037,048
952	Int Res - Employees Leave Entitlement	479,973	0	0	0	479,973
953	Int Res - Deposits, Bonds, Retentions	196,327	0	0	0	196,327
954	Int Res - Corporate Reserve	1,045,031	0	0	0	1,045,031
955	Int Res - BWM	6,142,133	0	0	0	6,142,133
956	Int Res - WH&S	323,019	0	0	0	323,019
958	Int Res - Heritage Grant Program	73,885	0	0	0	73,885
959	Int Res - Property Reserve	675,327	0	0	0	675,327
960	Int Res - Env & Sustainability	283,218	0	0	0	283,218
961	Int Res - Elections	405,732	0	0	0	405,732
962	Int Res - Revolving Energy	80,862	0	0	0	80,862
963	Int Res - Strategic	158,238	0	0	0	158,238
990	Int Res - Other	291,553	0	0	0	291,553
	Total Internal Restrictions	12,282,139	0	0	0	12,282,139
Total Restrictions		81,201,437	37,928,572	79,370,952	402,172	198,903,132
Unrestricted Cash		415,780	0	0	0	415,780
Unrestricted Debtors 31-12-2021						7,726,681
Working Funds						8,142,461

7. KEY PERFORMANCE INDICATORS

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

- The Operating Performance ratio assesses whether or not Council generates enough revenue to cover operating costs (including the cost of replacing assets reflected through depreciation). The ratio is calculated by taking the operating result (before capital) as a percentage of operating revenue (excluding capital). Local Government benchmark is > 0.00%. Council's long term target is a result greater than 0% (green), a result better than -10% is satisfactory (orange), while a result outside of these factors will be considered unsatisfactory (red).
- The Own Source Operating Revenue ratio measures fiscal flexibility or reliance on external funding sources. Council's financial flexibility improves the higher the level of its own source revenue. The ratio is calculated by taking the total rates, utilities and charges as a percentage of total operating revenue. Council's target is to maintain levels results at 60% (green), while a result of 40% or better will be considered satisfactory (orange), and any result below 40% will be considered unsatisfactory (red).
- The Debt Service cover ratio demonstrates the ability of a council to service their annual debt obligations as a proportion of available revenue. The ratio is calculated by taking the total principal and interest loan payments as a ratio of operating revenue (excluding capital and specific purpose grants and contributions). Council's target is to maintain levels above the Local Government benchmark >2 (green), while a ratio of >1 but less than 2 will be considered satisfactory (orange), and any result worse than this will be considered unsatisfactory (red).

The KPI results forecast for the 2021/22 year as at the December budget review are:

KPI	ORIGINAL Budget \$,000	Current Budget \$,000	PROJECTED year end result \$,000
Operating Performance Ratio			
Forecast	1.17%	1.16%	-1.18%
Target	0.00%	0.00%	0.00%
Own Source Operating Revenue Ratio			
Forecast	57.29%	54.12%	50.46%
Target	60.00%	60.00%	60.00%
Debt Service Cover Ratio			
Forecast	2.69	2.69	3.00
Target	2.00	2.00	2.00

8. CONTRACTS STATEMENT

Councillors are currently made aware of tenders of \$250,000 or more in accordance with legislation. However the purpose of the new Contracts Statement within the QBRS is to inform Councillors and the community of other material contracts entered into by council during the quarter.

Key points regarding contracts included on the list:

- Employment contracts are specifically excluded;
- Contracts with suppliers on Council's preferred supplier lists are excluded;
- The threshold has been set at a contract value of \$50,000 or more; and
- For each listed contract the following details will be provided; contractor name, purpose of the contract, amount of contract, commencement date of contract, duration of contract and whether or not the contract was included in the budget.

Contractor	Contract Detail & Purpose	Contract Value (Excl GST)	Commencement Date	Contract Duration	Budgeted (Y/N)
Airmaster Australia PTY LTD	QPRC HVAC Maintenance	\$123,343.00	01/11/2021	3 years	Y
VOR Environment	Supply & Delivery of Scum Harvester Equipment for QSTPU	\$375,610.00	12/10/2021	3 years	Y
HD Civil PTY LTD	Construction of Reedy Creek Bridge, Mayfield Road, Larbert	\$865,785.00	18/11/2021	6 Months	Y
Apex Archaeology Pty Ltd	Archaeology Survey at Memorial Park, Googong	\$79,321.00	01/11/2021	2 years	Y
Dynamic Sports Facilities PTY LTD	Supply and installation of Netball Courts at BSH	\$65,428.00	01/10/2021	3 Months	Y
Gongues Construction	Construction of Day Hill Reservoir Pump Station	\$2,198,315.18	24/11/2021	2 years	Y
Hornick Constructions Pty Ltd	Design and Construction of the North Elmsea Reservoir	\$3,214,250.00	24/11/2021	2 years	Y

9.10 Quarterly Budget Review Statement for the Quarter Ending 31st December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

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December Quarterly Budget Review Statement
for YTD Period Ending December 2021

1 - General Fund									Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD	
		Budget	Carry Overs	QBR5 - Sept	Budget				
		\$	\$	\$	\$		\$	\$	
100	Income Rates and Annual Charges	-52,864,575	0	-626,866	-53,491,441	0	-53,491,441	-52,219,903	* \$50k increase in Land Use Regulation income due to more development activity. * \$53k increase in s10.7 Planning Certificates. * Redistribution of investment interest income between funds, based on inter-entity balances as at 30/06/2021.
105	User Charges & Fees	-14,462,259	0	589,280	-13,872,979	-105,462	-13,978,441	-5,796,239	
110	Interest	-2,239,104	0	0	-2,239,104	428,472	-1,810,632	-710,136	
115	Other Revenue	-1,588,871	0	-40,267	-1,629,138	-73,746	-1,702,884	-582,390	* \$44k increase in income for legal fees to be recovered for unauthorised development. * \$30k increase in income for insurance claim for flood damage to council property.
119	Operating Contributions	-623,616	0	341,329	-282,287	0	-282,287	-137,613	
120	Operating Grants	-34,202,708	0	-7,784,308	-41,987,016	-259,225	-42,246,241	-10,716,227	* \$132k moved from capital grant income to operational grant income for Bushfire Recovery Support Worker. * \$90k increase for COVID Support Grant. * \$22k increase for Road Safety Grant income to be used at Jerrabomberra Public School. * \$8k increase for Vegetation Grant.
400,500	Profit or Loss on Disposal	0	0	-20,000	-20,000	0	-20,000	-757,230	
	Total Income	-105,981,133	0	-7,540,832	-113,521,965	-9,960	-113,531,925	-70,919,737	
	Expense								
200	Employee Costs	35,802,051	0	1,130,038	36,932,089	-49,598	36,882,492	18,189,694	* (\$50k) reduction to employee costs due to removal of Indoor Sport Centre staff from budget.
205	Borrowing Costs	3,630,206	0	0	3,630,206	0	3,630,206	961,833	
210	Materials & Contracts	57,980,838	82,414	6,837,985	64,901,237	2,502,300	67,403,537	26,989,590	* \$1.1 million is a reimbursement of a developer contribution for roads, footpaths and drainage. Funded by reserve. * \$500k increase to an implementation of Food Organics project. Totally funded by external reserve. * \$830k increase to operational road projects expenditure due to weather events - partially offset by reduction in capital works.
215	Depreciation	22,802,842	0	0	22,802,842	0	22,802,842	0	
220	Other Expenses	2,224,479	0	-293,414	1,931,065	53,595	1,984,660	943,199	
225	Revaluation decrement / impairment	0	0	0	0	0	0	-10,387	* \$63k paid from Main Street Shopfront Upgrade Fund. * (\$10k) budgeted reduction to events.
230	Internal Expenses	-11,274,659	-87,608	-224,289	-11,586,556	318,056	-11,268,500	-3,630,248	
	Total Expense	111,165,758	-5,194	7,450,320	118,610,884	2,824,353	121,435,237	43,443,681	* Internal charges will not be received from deferred capital works.
	Operating (Surplus)/Deficit before Capital	5,184,625	-5,194	-90,512	5,088,919	2,814,393	7,903,311	-27,476,056	
	Capital Income								
124	Capital Contributions	-11,390,084	-705,000	1,491,800	-10,603,284	-457,796	-11,061,080	-2,391,848	* Net movements in developer contributions. * Capital grant income increase in the current financial year matching change timing of the Capital Work Program.
125	Capital Grants	-29,347,937	-486,964	-5,183,671	-35,018,572	-13,973,778	-48,992,350	-12,014,454	
	Operating (Surplus)/Deficit after Capital	-35,553,396	-1,197,158	-3,782,383	-40,532,937	-11,617,181	-52,150,118	-41,882,358	
	Non Cash								
124	Capital Contributions	6,127,295	0	0	6,127,295	0	6,127,295	-841,169	
215	Depreciation	-22,802,842	0	0	-22,802,842	0	-22,802,842	-451	
400,500	Profit or Loss on Disposal	0	0	20,000	20,000	0	20,000	757,230	
	Total Non Cash	-16,675,547	0	20,000	-16,655,547	0	-16,655,547	-84,390	
	Investing Fund Flows								
									* (\$6.5 mil) reduction to Regional Sporting Complex project - deferred to future year. * (\$6.3 mil) reduction to QCCP to reflect actual cashflow. * (700k) reduction to Braidwood Skatepark project as work is to be completed by an external party. * (\$370k) reduction to fund operational roads projects expenditure due to weather events. * \$7.3m increase to Northern Entry Road project to match actual expenditure. * \$60k increase to capital budget for new projects - Karabar Netball Courts Change Rooms/Bungendore Playground. - Noting all these expenditure variations are offset by grant or reserve transfer income, and mostly relate to change timing between financial years
C	Capital Works Program	130,282,541	10,258,511	-21,881,710	118,659,342	-6,013,578	112,645,764	24,290,737	
300	Asset Purchases	4,574,000	3,635	27,500	4,605,135	920,000	5,525,135	2,801,732	
305	Loan Principal Repayments	6,818,014	0	0	6,818,014	0	6,818,014	2,692,500	* \$20k change to plant purchases.
	Total Investing Fund Flows	141,674,555	10,262,146	-21,854,210	130,082,491	-5,093,578	124,988,914	29,784,970	
	Financing Fund Flows								

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9.10 Quarterly Budget Review Statement for the Quarter Ending 31st December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

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December Quarterly Budget Review Statement
for YTD Period Ending December 2021

400	Sale of Assets	-550,000	0	-20,000	-570,000	-550,000	-1,120,000	-757,230	* Fleet and plant sales.
405	Proceeds from Borrowings	-72,553,000	0	24,010,000	-48,543,000	0	-48,543,000	0	
	Total Financing Fund Flows	-73,103,000	0	23,990,000	-49,113,000	-550,000	-49,663,000	-757,230	
	Net (Inc)/Dec in Funds before Transfers	16,342,612	9,064,989	-1,626,593	23,781,007	-17,260,759	6,520,248	-12,939,008	
	Reserve Movements								
310	Transfers to Internal Reserves	9,987,025	0	-4,891,919	5,095,106	610,522	5,705,628		
315	Transfers to Developer Contributions	5,262,789	0	-1,491,800	3,770,989	440,796	4,211,785		
320	Transfers to Other External Reserves	17,331,006	700,000	-259,843	17,771,163	41,068,158	58,839,321		
410	Transfers from Internal Reserves	-15,709,769	-1,979,905	4,527,717	-13,161,957	-491,784	-13,653,741		
415	Transfers from Developer Contributions	-6,360,962	0	-161,155	-6,522,117	-1,165,002	-7,687,120		
420	Transfers from Other External Reserves	-28,232,995	-8,069,388	2,382,231	-33,920,152	-25,444,549	-59,364,701		
	Total Reserve Movements	-17,722,905	-9,349,293	105,231	-26,966,968	15,018,140	-11,948,827		
	Net (Inc)/Dec in Unrestricted Funds	-1,380,294	-284,304	-1,521,363	-3,185,961	-2,242,619	-5,426,579		

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9.10 Quarterly Budget Review Statement for the Quarter Ending 31st December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

Date Report Run: 09-Feb-2022



December Quarterly Budget Review Statement
for YTD Period Ending December 2021

2 - Water Funds										Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual		
		Budget	Carry Overs	QBR5 - Sept	Budget			YTD		
		\$	\$	\$	\$	\$	\$	\$		
100	Income Rates and Annual Charges	-7,455,824	0	-2,578	-7,458,402	0	-7,458,402	-7,582,258		
105	User Charges & Fees	-17,821,170	0	-42,075	-17,863,245	925,000	-16,938,245	-4,392,392	* 925k reduction to private works income against North Elmslea Pressure Pump Station due to a postponement of the Capital Works Program until next financial year.	
110	Interest	-691,995	0	0	-691,995	-88,776	-780,771	-364,504	* Redistribution of investment interest income between funds, based on inter-entity balances as at 30/06/2021.	
115	Other Revenue	0	0	0	0	0	0	-41		
120	Operating Grants	0	0	0	0	0	0	0		
	Total Income	-25,968,989	0	-44,653	-26,013,642	836,224	-25,177,418	-12,339,195		
	Expense									
200	Employee Costs	1,681,923	0	-12,900	1,669,024	0	1,669,024	774,083		
205	Borrowing Costs	238,294	0	0	238,294	0	238,294	49,013		
210	Materials & Contracts	15,585,684	0	191,481	15,777,165	99,178	15,876,343	3,688,123	* 595k reimbursement of developer contribution.	
215	Depreciation	2,227,086	0	0	2,227,086	0	2,227,086	0		
225	Revaluation decrement / impairment	0	0	0	0	0	0	-32,500		
230	Internal Expenses	3,450,208	0	-0	3,450,208	0	3,450,208	1,465,533		
	Total Expense	23,183,196	0	178,582	23,361,778	99,178	23,460,956	5,944,252		
	Operating (Surplus)/Deficit before Capital	-2,785,793	0	133,929	-2,651,865	935,402	-1,716,462	-6,394,943		
	Capital Income									
124	Capital Contributions	-966,546	0	0	-966,546	-118,577	-1,085,123	-79,290	* Movements in developer contributions.	
	Operating (Surplus)/Deficit after Capital	-3,752,339	0	133,929	-3,618,411	816,825	-2,801,586	-6,474,232		
	Non Cash									
124	Capital Contributions	238,605	0	0	238,605	22,799	261,404	-22,799	* \$22.7k decrease to non cash contribution in Water Funds.	
215	Depreciation	-2,227,086	0	0	-2,227,086	0	-2,227,086	0		
	Total Non Cash	-1,988,481	0	0	-1,988,481	22,799	-1,965,682	-22,799		
	Investing Fund Flows									
C	Capital Works Program	10,330,094	2,221,568	2,483,871	15,035,533	-6,151,465	8,884,068	1,194,118	* (\$5.9mil) reduction to capital budget in Water Funds this year as work will be completed in future years. Some capital projects affected by regulatory approvals.	
300	Asset Purchases	0	0	0	0	0	0	4,430	* (\$250k) reduction to Ross Road Water Main project as it is completed.	
305	Loan Principal Repayments	517,067	0	0	517,067	0	517,067	107,115		
	Total Investing Fund Flows	10,847,162	2,221,568	2,483,871	15,552,600	-6,151,465	9,401,136	1,305,664		
	Financing Fund Flows									
405	Proceeds from Borrowings	-3,885,216	0	-131,688	-4,016,904	2,518,000	-1,498,904	0	* Three Water Fund projects delayed until next financial year - awaiting regulatory approvals.	
	Total Financing Fund Flows	-3,885,216	0	-131,688	-4,016,904	2,518,000	-1,498,904	0		
	Net (Inc)/Dec in Funds before Transfers	1,221,126	2,221,568	2,486,111	5,928,805	-2,793,841	3,134,964	-5,191,367		
	Reserve Movements									
315	Transfers to Developer Contributions	727,941	0	0	727,941	95,778	823,719			
320	Transfers to Other External Reserves	3,415,712	0	52,192	3,467,904	243,318	3,711,223			
415	Transfers from Developer Contributions	0	-1,707,300	0	-1,707,300	-95,778	-1,803,078			
420	Transfers from Other External Reserves	-5,364,779	-483,014	-2,538,303	-8,386,096	2,550,523	-5,835,574			
	Total Reserve Movements	-1,221,126	-2,190,314	-2,486,111	-5,897,551	2,793,841	-3,103,710			
	Net (Inc)/Dec in Unrestricted Funds	-0	31,254	0	31,254	0	31,254			

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9.10 Quarterly Budget Review Statement for the Quarter Ending 31st December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

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December Quarterly Budget Review Statement
for YTD Period Ending December 2021

3 - Sewer Funds										Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual		
		Budget	Carry Overs	QBR5 - Sept	Budget			YTD		
		\$	\$	\$	\$	\$	\$	\$		
100	Income								* Redistribution of investment interest income between funds, based on inter-entity balances as at 30/06/2021.	
	Rates and Annual Charges	-18,683,337	0	-3,792	-18,687,129	0	-18,687,129	-18,737,490		
105	User Charges & Fees	-1,310,554	0	0	-1,310,554	0	-1,310,554	-435,434		
110	Interest	-1,260,991	0	0	-1,260,991	-358,160	-1,619,151	-767,002		
115	Other Revenue	0	0	-150,000	-150,000	0	-150,000	-158,545		
119	Operating Contributions	0	0	0	0	0	0	0		
120	Operating Grants	0	0	0	0	0	0	0		
	Total Income	-21,254,882	0	-153,792	-21,408,674	-358,160	-21,766,834	-20,098,472		
	Expense									
200	Employee Costs	2,170,929	0	-88,792	2,082,137	0	2,082,137	1,019,579		
205	Borrowing Costs	450,314	0	0	450,314	0	450,314	116,315	*362k reimbursement of developer contributions.	
210	Materials & Contracts	6,018,423	0	106,656	6,125,079	373,432	6,498,511	2,295,301		
215	Depreciation	5,276,607	0	0	5,276,607	0	5,276,607	0		
220	Other Expenses	0	0	0	0	0	0	0		
225	Revaluation decrement / impairment	0	0	0	0	0	0	-4,518,199		
230	Internal Expenses	3,157,764	0	-4,148	3,153,616	0	3,153,616	1,450,413		
	Total Expense	17,074,037	0	13,716	17,087,753	373,432	17,461,185	363,410		
	Operating (Surplus)/Deficit before Capital	-4,180,845	0	-140,076	-4,320,921	15,272	-4,305,649	-19,735,062		
	Capital Income									
124	Capital Contributions	-1,338,894	0	0	-1,338,894	-362,932	-1,701,826	-336,501		
125	Capital Grants	-10,000,000	0	0	-10,000,000	0	-10,000,000	0	* Movements in developer contributions.	
	Operating (Surplus)/Deficit after Capital	-15,519,739	0	-140,076	-15,659,815	-347,660	-16,007,475	-20,071,563		
	Non Cash									
124	Capital Contributions	602,120	0	0	602,120	0	602,120	-34,185		
215	Depreciation	-5,276,607	0	0	-5,276,607	0	-5,276,607	0		
	Total Non Cash	-4,674,487	0	0	-4,674,487	0	-4,674,487	-34,185		
	Investing Fund Flows									
C	Capital Works Program	34,162,733	2,439,560	1,196,741	37,799,034	86,043	37,885,077	3,405,099	* 100k increase for Concept Study for Bungendore STP project. * (13k) is a minor reduction for revised scope of works for Capital Terrace Sewer Pump Station.	
300	Asset Purchases	0	0	0	0	0	0	4,784		
305	Loan Principal Repayments	532,205	0	0	532,205	0	532,205	168,259		
	Total Investing Fund Flows	34,694,939	2,439,560	1,196,741	38,331,239	86,043	38,417,282	3,578,142		
	Financing Fund Flows									
405	Proceeds from Borrowings	-10,000,000	0	0	-10,000,000	0	-10,000,000	0		
	Total Financing Fund Flows	-10,000,000	0	0	-10,000,000	0	-10,000,000	0		
	Net (Inc)/Dec in Funds before Transfers	4,500,713	2,439,560	1,056,665	7,996,937	-261,617	7,735,320	-16,527,606		
	Reserve Movements									
315	Transfers to Developer Contributions	736,774	0	0	736,774	362,932	1,099,706			
320	Transfers to Other External Reserves	7,450,513	0	34,795	7,485,309	348,263	7,833,572			
415	Transfers from Developer Contributions	-950,000	-2,042,748	-220,478	-3,213,226	-462,932	-3,676,158			
420	Transfers from Other External Reserves	-11,738,000	-381,550	-870,982	-12,990,532	13,354	-12,977,178			
	Total Reserve Movements	-4,500,713	-2,424,298	-1,056,665	-7,981,675	261,617	-7,720,058			
	Net (Inc)/Dec in Unrestricted Funds	0	15,262	0	15,262	0	15,262			

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9.10 Quarterly Budget Review Statement for the Quarter Ending 31st December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

Date Report Run: 09-Feb-2022



December Quarterly Budget Review Statement
for YTD Period Ending December 2021

6 - South East Weight Load									Variance Explanations
List By	Description	ORIGINAL	Approved Changes		REVISED	Recommended changes for Council Resolution	PROJECTED year end result	Actual	
		Budget	Carry Overs	QBR5 - Sept	Budget			YTD	
		\$	\$	\$	\$	\$	\$	\$	
	Income								* Redistribution of investment interest income between funds, based on inter-entity balances as at 30/06/2021.
110	Interest	-10,313	0	0	-10,313	10,313	0	0	
115	Other Revenue	-50,000	0	0	-50,000	0	-50,000	-35,094	
119	Operating Contributions	-435,301	0	-20,615	-455,916	0	-455,916	-350,631	
	Total Income	-495,614	0	-20,615	-516,229	10,313	-505,916	-385,725	
	Expense								
200	Employee Costs	348,635	0	8,274	356,909	0	356,909	194,447	
210	Materials & Contracts	81,422	0	12,341	93,763	-10,313	83,450	66,195	
220	Other Expenses	53,185	0	0	53,185	0	53,185	0	
230	Internal Expenses	0	0	0	0	0	0	0	
	Total Expense	483,242	0	20,615	503,857	-10,313	493,544	260,641	
	Operating (Surplus)/Deficit before Capital	-12,372	0	-0	-12,372	0	-12,372	-125,084	
	Capital Income	0	0	0	0	0	0	0	
	Operating (Surplus)/Deficit after Capital	-12,372	0	-0	-12,372	0	-12,372	-125,084	
	Non Cash	0	0	0	0	0	0	0	
	Total Non Cash	0	0	0	0	0	0	0	
	Investing Fund Flows								
	Total Investing Fund Flows	0	0	0	0	0	0	0	
	Financing Fund Flows	0	0	0	0	0	0	0	
	Total Financing Fund Flows	0	0	0	0	0	0	0	
	Net (Inc)/Dec in Funds before Transfers	-12,372	0	-0	-12,372	0	-12,372	-125,084	
320	Reserve Movements	12,372	0	0	12,372	0	12,372		
420	Transfers to Other External Reserves	0	0	0	0	0	0		
	Total Reserve Movements	12,372	0	0	12,372	0	12,372		
	Net (Inc)/Dec in Unrestricted Funds	-0	0	-0	-0	0	-0		

9.10 Quarterly Budget Review Statement for the Quarter Ending 31th December 2021
Attachment 1 - December 2021 Quarterly Budget Review Statement (Continued)

Date Report Run: 09-Feb-2022



December Quarterly Budget Review Statement
for YTD Period Ending December 2021

Total Council Summary

List By	Description	ORIGINAL Budget	Approved Changes Carry Overs	QBR5 - Sept	REVISED Budget	Recommended changes for Council Resolution	PROJECTED year end result	Actual YTD
		\$	\$	\$	\$	\$	\$	\$
100	Income							
	Rates and Annual Charges	-79,003,736	0	-633,236	-79,636,972	0	-79,636,972	-78,539,632
105	User Charges & Fees	-33,593,983	0	547,205	-33,046,778	819,538	-32,227,240	-10,624,065
110	Interest	-4,202,403	0	0	-4,202,403	-8,151	-4,210,554	-1,841,642
115	Other Revenue	-1,638,871	0	-190,267	-1,829,138	-73,746	-1,902,884	-776,070
119	Operating Contributions	-1,058,917	0	320,714	-738,203	0	-738,203	-488,244
120	Operating Grants	-34,202,708	0	-7,784,308	-41,987,016	-259,225	-42,246,241	-10,716,227
400,500	Profit or Loss on Disposal	0	0	-20,000	-20,000	0	-20,000	-757,230
	Total Income	-153,700,618	0	-7,759,892	-161,460,510	478,417	-160,982,094	-103,743,129
	Expense							
200	Employee Costs	40,003,539	0	1,036,621	41,040,160	-49,598	40,990,562	20,177,803
205	Borrowing Costs	4,318,814	0	0	4,318,814	0	4,318,814	1,127,161
210	Materials & Contracts	79,666,367	82,414	7,148,463	86,897,244	2,964,597	89,861,841	33,039,210
215	Depreciation	30,306,535	0	0	30,306,535	0	30,306,535	0
220	Other Expenses	2,277,664	0	-293,414	1,984,250	53,595	2,037,845	943,199
225	Revaluation decrement / impairment	0	0	0	0	0	0	-4,561,086
230	Internal Expenses	-4,666,686	-87,608	-228,437	-4,982,731	318,056	-4,664,675	-714,302
	Total Expense	151,906,233	-5,194	7,663,232	159,564,272	3,286,650	162,850,922	50,011,985
	Operating (Surplus)/Deficit before Capital	-1,794,385	-5,194	-96,660	-1,896,238	3,765,067	1,868,829	-5,731,144
	Capital Income							
124	Capital Contributions	-13,695,524	-705,000	1,491,800	-12,908,724	-939,305	-13,848,029	-2,807,639
125	Capital Grants	-39,347,937	-486,964	-5,183,671	-45,018,572	-13,973,778	-58,992,350	-12,014,454
	Operating (Surplus)/Deficit after Capital	-54,837,846	-1,197,158	-3,788,530	-59,823,534	-11,148,016	-70,971,550	-68,553,237
	Non Cash							
124	Capital Contributions	6,968,020	0	0	6,968,020	22,799	6,990,819	-898,153
215	Depreciation	-30,306,535	0	0	-30,306,535	0	-30,306,535	-451
400,500	Profit or Loss on Disposal	0	0	20,000	20,000	0	20,000	757,230
	Total Non Cash	-23,338,515	0	20,000	-23,318,515	22,799	-23,295,716	-141,373
	Investing Fund Flows							
	Capital Works Program	174,775,368	14,919,639	-18,201,099	171,493,909	-12,079,000	159,414,909	28,889,954
300	Asset Purchases	4,574,000	3,635	27,500	4,605,135	920,000	5,525,135	2,810,948
305	Loan Principal Repayments	7,867,287	0	0	7,867,287	0	7,867,287	2,967,875
	Total Investing Fund Flows	187,216,655	14,923,274	-18,173,599	183,966,331	-11,159,000	172,807,331	34,668,775
	Financing Fund Flows							
400	Sale of Assets	-550,000	0	-20,000	-570,000	-550,000	-1,120,000	-757,230
405	Proceeds from Borrowings	-86,438,216	0	23,878,312	-62,559,904	2,518,000	-60,041,904	0
	Total Financing Fund Flows	-86,988,216	0	23,858,312	-63,129,904	1,968,000	-61,161,904	-757,230
	Net (Inc)/Dec in Funds before Transfers	22,052,078	13,726,117	1,916,183	37,694,378	-20,316,217	17,378,161	-34,783,065
	Reserve Movements							
310	Transfers to Internal Reserves	9,987,025	0	-4,891,919	5,095,106	610,522	5,705,628	
315	Transfers to Developer Contributions	6,727,504	0	-1,491,800	5,235,704	899,506	6,135,210	
320	Transfers to Other External Reserves	28,209,604	700,000	-172,856	28,736,748	41,659,740	70,396,488	
410	Transfers from Internal Reserves	-15,709,789	-1,979,905	4,527,717	-13,161,957	-491,784	-13,653,741	
415	Transfers from Developer Contributions	-7,310,962	-3,750,048	-381,633	-11,442,643	-1,723,713	-13,166,356	
420	Transfers from Other External Reserves	-45,335,774	-8,933,952	-1,027,055	-55,296,781	-22,880,673	-78,177,453	
	Total Reserve Movements	-29,432,372	-13,963,905	-3,437,545	-40,833,823	18,073,599	-22,760,224	
	Net (Inc)/Dec in Unrestricted Funds	-1,380,294	-237,788	-1,521,363	-3,139,445	-2,242,619	-5,382,063	

Variance Explanations

Date Report Run: 10-Feb-2022



December Quarterly Budget Review Statement
for YTD Period Ending December 2021

Total Council Summary

Description	Original Budget \$,\$000	Approved Changes Carry Overs \$,\$000	QBRS - Sept \$,\$000	Current Budget \$,\$000	Proposed Adjustments \$,\$000	Forecast Budget \$,\$000	Actual YTD \$,\$000
Income							
Office of The General Manager - CEO	0	0	0	0	0	0	0
Finance	-91,571	0	-229	-91,800	-35	-91,835	-73,965
Project Management Office - Merger Transition	0	0	0	0	0	0	0
Office of Portfolio General Manager Community Choice	-7	0	0	-7	-133	-140	-4
Recreation & Culture	-2,024	0	676	-1,348	-5	-1,352	-546
Community and Education	-1,936	0	-34	-1,970	-103	-2,073	-996
Business and Innovation	-139	0	-29	-169	0	-169	-112
Customer and Communication	-417	0	0	-417	0	-417	-238
Performing Arts and Events	-1,004	0	-7	-1,011	5	-1,006	-76
Office of PGM Natural and Built Character	-5	0	-0	-5	0	-5	-3
Development	-3,133	0	-32	-3,165	-89	-3,253	-2,145
Urban Landscapes	-1,294	0	-5	-1,298	0	-1,298	-509
Natural Landscapes and Health	-599	0	-18	-617	-12	-629	-279
Land-Use Planning	-268	0	-47	-315	-55	-370	-89
Office of Portfolio General Manager Community Connections	-9	0	0	-9	0	-9	-4
Transport & Facilities	-33,394	0	-7,193	-40,588	-15	-40,603	-10,426
Utilities	-17,470	0	-50	-17,520	952	-16,568	-13,382
Assets	-16	0	0	-16	0	-16	-9
Contracts and Projects	-106	0	-764	-871	-22	-892	-53
Office of Portfolio General Manager Capability	-147	0	0	-147	0	-147	4
Workplace & Governance	-155	0	-8	-163	-10	-173	-151
Digital	-6	0	0	-6	0	-6	-3
Profit or Loss on Disposal	0	0	-20	-20	0	-20	-757
Total Income	-153,701	0	-7,760	-161,461	478	-160,982	-103,743



December Quarterly Budget Review Statement
for YTD Period Ending December 2021

Total Council Summary

Description	Original Budget \$,000	Approved Changes Carry Overs \$,000	QBRS - Sept \$,000	Current Budget \$,000	Proposed Adjustments \$,000	Forecast Budget \$,000	Actual YTD \$,000
Expense							
Office of The General Manager - CEO	750	0	2	752	0	752	289
Finance	-1,010	0	241	-769	464	-305	-229
Project Management Office - Merger Transition	0	0	0	0	0	0	0
Office of Portfolio General Manager Community Choice	645	0	4	648	0	648	215
Recreation & Culture	4,881	0	-423	4,458	-92	4,366	1,777
Community and Education	7,392	28	56	7,476	98	7,573	3,016
Business and Innovation	2,006	0	94	2,099	-5	2,094	966
Customer and Communication	2,616	54	102	2,772	-12	2,760	1,301
Performing Arts and Events	2,370	0	234	2,603	-83	2,520	898
Office of PGM Natural and Built Character	322	0	2	324	0	324	163
Development	7,012	0	279	7,291	0	7,291	3,505
Urban Landscapes	13,581	0	103	13,685	-13	13,671	5,606
Natural Landscapes and Health	3,767	0	223	3,990	-1	3,989	1,694
Land-Use Planning	2,686	0	94	2,779	1,257	4,036	2,404
Office of Portfolio General Manager Community Connections	940	0	11	951	41	992	407
Transport & Facilities	49,485	0	7,611	57,096	871	57,967	17,570
Utilities	52,361	0	-1,840	50,521	499	51,020	7,576
Assets	1,547	0	-8	1,539	0	1,539	702
Contracts and Projects	-3,405	-88	860	-2,633	285	-2,348	375
Office of Portfolio General Manager Capability	2,336	0	58	2,394	0	2,394	2,124
Workplace & Governance	1,648	0	-12	1,635	5	1,640	150
Digital	-22	0	-27	-49	-25	-74	-501
Total Expense	151,906	-5	7,663	159,564	3,287	162,851	50,010
Operating (Surplus)/Deficit before Capital	-1,794	-5	-97	-1,896	3,765	1,869	-53,733



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED	Actual
		Budget	Carry Overs	QBRs - Sept	Budget	for Council Resolution	year end result	YTD
		\$	\$	\$	\$	\$	\$	\$
	Capital Expenditure							
	Branch - Recreation & Culture							
100681	Stronger Communities \$9m - Eastern Pools	89,320	0	-3,000	86,320	0	86,320	0
100966	QBN - Aquatic Centre Capital Enhancement	36,400	0	0	36,400	0	36,400	0
104105	BWD - Pool Upgrade	624,000	385,577	0	1,009,577	0	1,009,577	26,079
104196	QBN - Upgrade of Playground at Jerrabomberra CC	0	0	0	0	0	0	0
104337	Install Front entrance Signs for Fernleigh Park	0	14,607	0	14,607	0	14,607	19,693
104453	QBN-Aquatics Centre Upgrade to Change Rooms - SCCF	13,261	45,006	528	58,795	0	58,795	13,780
	Branch - Community and Education							
100749	Library Purchases Books and Non Books	80,000	0	0	80,000	0	80,000	24,440
100991	QBN - Creating welcoming community space Queanbeyan	0	82,093	-1,364	80,729	0	80,729	41,325
104020	QBN - Refurbishment of Library Activity Room	0	8,424	0	8,424	0	8,424	0
104095	QPR - Updating RFID Technologies	0	3,780	0	3,780	0	3,780	0
	Branch - Business and Innovation							
100944	Braidwood Saleyards Upgrades	40,000	0	0	40,000	0	40,000	14,745
104089	Smart City Working Group Projects	0	0	80,478	80,478	0	80,478	83,698
104092	QBN - City of Champions Walk	1,000,000	0	0	1,000,000	0	1,000,000	0
104562	QBN - Monaro Lanes upgrade - 'Your High Street progra	0	0	404,561	404,561	0	404,561	67,657
	Branch - Urban Landscapes							
100177	QBN - CBD Improvements - Stage 2	0	16,905	0	16,905	0	16,905	0
100184	QPR - Regional Sports Complex - Stage 1 and 2	14,600,000	0	0	14,600,000	-6,573,000	8,027,000	530,419
100285	QBN - Showground Pavillion & Storage	638,061	0	-23,060	615,001	0	615,001	2,340
100557	Braidwood Recreation Ground Construction	260,000	0	0	260,000	0	260,000	26,793
100692	Stronger Communities \$9m-Bungendore sports hub Sta	0	233,279	313,500	546,779	323,000	869,779	836,245
100891	QBN - Showground buildings refurb	200,000	0	0	200,000	0	200,000	0



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original Budget \$	Approved Changes Carry Overs \$	QBRs - Sept \$	Revised Budget \$	Recommended changes for Council Resolution \$	PROJECTED year end result \$	Actual YTD \$
100977	BWD - Braidwood Skatepark Drainage	0	0	0	0	0	0	61
104245	BWD - Braidwood Recreation Ground Drainage channel	156,000	0	0	156,000	0	156,000	42,306
104598	QBN - Women's Change rooms at Freebody Oval	0	0	440,440	440,440	0	440,440	0
104615	Karabar Netball Courts Change Rooms	0	0	0	0	541,889	541,889	0
Branch - Transport & Facilities								
100359	QPR - Security Project - Access Control and key replacement	0	99,390	3,976	103,366	-9,600	93,766	0
100698	Stronger Communities \$9m – Aquatic Centre paint and	0	30,000	0	30,000	0	30,000	0
100861	BGD- car park off Ellendon St	1,063,920	0	0	1,063,920	0	1,063,920	1,145,284
100862	BWD- Carpark Wallace St	852,800	0	0	852,800	0	852,800	7,857
100884	QBN - Bicentennial Hall Ongoing Refurbishment	0	0	0	0	20,000	20,000	19,830
100959	QBN - Upgrade Bicentennial Hall - RCF Stage 1 & 2	0	238,606	0	238,606	0	238,606	233,257
100972	BWD - Office Refurbish & Smart Hub	260,000	0	0	260,000	0	260,000	0
101002	Local Roads Renewal	3,500,000	0	-1,487,226	2,012,774	0	2,012,774	1,332
101004	Local Road - Resheeting Program	0	0	520,000	520,000	0	520,000	0
101013	QPR - Road to Recovery Budget Only - Capital	1,588,817	0	-1,588,817	0	0	0	0
101066	Reidsdale Road Reseal	0	0	0	0	0	0	350
101067	BWD - Saleyards Lane Reseal	0	0	250,000	250,000	0	250,000	206,971
101217	QBN - Uriarra/Ross/Stornaway - traffic changes	0	0	0	0	0	0	9,423
101219	QBN - Burra S bends	0	0	30,000	30,000	0	30,000	21,567
101297	BGD - Rehab Tarago Road Between Mt Fairy and Goulburn	1,040,000	0	0	1,040,000	0	1,040,000	90,029
101300	Local Roads Rehabilitation	624,000	0	551,226	1,175,226	0	1,175,226	0
101459	QBN- Dunns Creek Road -Design and Land acquisition	5,000,000	0	0	5,000,000	0	5,000,000	0
101477	QBN - Barracks Flat Drive - Reseal	0	0	0	0	0	0	338
101482	QBN - Broughton Place - Reseal	0	0	0	0	0	0	640
101515	QBN - Gordon Avenue - Reseal	0	0	0	0	0	0	393
101517	QBN - Hellmund Street - Reseal	0	0	0	0	0	0	2,075
101583	QBN - Crawford Street - Resurfacing	0	0	0	0	0	0	1,521



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED	Actual
		Budget	Carry Overs	QBRs - Sept	Budget	for Council Resolution	year end result	YTD
		\$	\$	\$	\$	\$	\$	\$
101611	QBN - Ross Rd - Resurfacing	0	0	0	0	0	0	1,841
101620	QBN - Binowee Drive - Reseal	0	0	0	0	0	0	362
101623	QBN - Furlong Road - Reseal	0	0	0	0	0	0	950
101624	QBN - Glebe Avenue - Reseal	0	0	0	0	0	0	726
101625	QBN - Graham Place - Reseal	0	0	0	0	0	0	564
101632	QBN - London Bridge Road - Reseal	0	0	0	0	0	0	54,179
101633	BGD - Merino Vale Drive - Reseal	0	0	0	0	0	0	16
101636	QBN - Nimmitabel Street - Reseal	0	0	0	0	0	0	1,548
101637	QBN - Old Sydney Road - Reseal	0	0	0	0	0	0	223
101639	QBN - Paterson Parade - Reseal	0	0	0	0	0	0	780
101640	QBN - Robertson Road - Reseal	0	0	0	0	0	0	33
101641	QBN - Robertson Street - Reseal	0	0	0	0	0	0	312
101648	QBN - Wilgabar Way - Reseal	0	0	0	0	0	0	360
101653	R2R 20/21 Bungendore Road - Stabilisation	0	0	0	0	0	0	1,461
101654	R2R - FLR 20/21 Majors Creek Road - Stabilisation	0	0	1,466,790	1,466,790	0	1,466,790	114,571
101662	Sealing of Roads in Captains Flat Due to Lead Contamination	0	0	187,821	187,821	0	187,821	162,523
101664	R2R 21/22 Araluen Road -	0	0	450,000	450,000	0	450,000	9,774
101665	R2R 21/22 Bombay Road	0	0	320,000	320,000	0	320,000	30,183
101666	R2R 21/22 Bungendore Road	0	0	307,909	307,909	0	307,909	0
101667	R2R 21/22 Burra Road	0	0	450,000	450,000	0	450,000	0
101668	QBN - Alambie Street - Reseal	0	0	0	0	0	0	2,756
101688	Flynn Place - Reseal	0	0	0	0	0	0	332
101726	Plains Road Pavement Rehabilitation	0	0	0	0	0	0	50,146
101727	BWD - Wallace Street pavement(Kings Highway – East)	0	0	0	0	80,000	80,000	0
102002	MR92 - Nerriga Rd - Capital	0	0	0	0	0	0	216
102006	CFL - MR270 - Captains Flat Rd - Capital	165,360	0	0	165,360	-165,360	0	0
102012	BWD - Cooma Rd/Krawaree Rd - Capital	278,720	0	0	278,720	-278,720	0	0
102062	BWD - MR92 Section 1 - Construct & Seal - Grants Nerriga	0	0	34,383	34,383	0	34,383	37,697



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED	Actual
		Budget	Carry Overs	QBRS - Sept	Budget	for Council Resolution	year end result	YTD
		\$	\$	\$	\$	\$	\$	\$
102063	MR92 Section 2 - Construct & Seal - Stewarts Crossing P	0	0	0	0	0	0	327
102064	MR92 Section 3 - Construct & Seal - Ningenimble Proje	7,280,000	0	-3,318,137	3,961,863	0	3,961,863	28,653
102065	BWD-MR92 Section 4-Reconstruct widen & seal-Durran	0	1,786,385	-71,971	1,714,414	0	1,714,414	1,470,063
102067	MR92 Section 6 - Recon widen & seal - Oallen Rd to Will	0	0	0	0	0	0	2,036
102073	BWD-MR270 Cooma Road RRRP 19/20 Jinglemoney Rd t	792,480	0	0	792,480	-15,476	777,004	2,626
102076	BGD - Roundabout on Malbon St	2,227,365	8,373	-325	2,235,413	0	2,235,413	1,050,143
102088	MR92 Section 18 - Construct Intersection with MR51	0	637,523	0	637,523	0	637,523	332,566
102089	MR92 - Construction of Charleyong Bridge Approaches	0	0	0	0	0	0	53,664
102098	CFL - Captains Flat Road Reconstruction \$10M	3,000,000	0	0	3,000,000	0	3,000,000	106,435
102099	BGD - Macs Reef Road - Stabilisation	0	0	0	0	0	0	536
102100	BWD - Cooma Road - Stabilisation	0	0	0	0	0	0	91
102113	BWD- Cooma Road - Brick Kiln Bridge Replacement	1,364,000	0	0	1,364,000	0	1,364,000	565,949
104073	QBN- The Q Performing Arts - Fire System	0	392,423	0	392,423	0	392,423	0
104077	CFL - Hall Replace Leaking Roof	0	41,143	0	41,143	0	41,143	0
104086	QBN - Railway park lighting and CCTV safety Project	0	0	0	0	0	0	43,724
104087	QBN- Construction of Googong Sub-Depot - Parks	0	196,612	0	196,612	0	196,612	13,572
104155	BGD - Depot Washbay Construction	0	28,264	0	28,264	0	28,264	2,496
104156	BWD - Depot Washbay Construction	0	29,778	0	29,778	0	29,778	0
104160	BGD - Gidleigh Lane - Gidleigh Bridge Replacement	0	0	214,240	214,240	0	214,240	84,823
104161	BWD - Mayfield Road - Reedy Creek Bridge Replacemen	0	683,020	416,000	1,099,020	0	1,099,020	45,321
104169	BGD - Mulloon RFS Station - Design and Construction	0	727,704	0	727,704	0	727,704	969
104290	QBN Depot - Fire services compliance works	62,400	0	0	62,400	0	62,400	0
104291	QBN Aquatic Centre HVAC/ Boiler replacement	0	287,557	0	287,557	0	287,557	3,099
104292	QBN Westpac/Headspace replace HVAC system	0	0	0	0	0	0	1,492
104365	BGD - Butmaroo St Seal - LRCI funding	0	0	5,833	5,833	0	5,833	6,000
104366	BGD - Majara Street Seal - LRCI funding	0	8,393	-818	7,575	0	7,575	10,045
104368	QBN - Williamsdale Road Seal - LRCI Funding	0	610,303	0	610,303	0	610,303	530,508
104369	BWD - Skate Park - LRCI Funding	0	8,363	0	8,363	0	8,363	4,310



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original Budget \$	Approved Changes Carry Overs \$	QBRs - Sept \$	Revised Budget \$	Recommended changes for Council Resolution \$	PROJECTED year end result \$	Actual YTD \$
104455	QPRC - 2019-21 CPTIGS Bus Shelter Installation	0	107,536	-4,136	103,400	0	103,400	9,099
104495	BWD-Upgrade and installation of lighting Braidwood Sho	0	489,875	0	489,875	0	489,875	4,857
104496	BWD-Upgrade of electrical supply at Braidwood Showgr	0	249,402	0	249,402	0	249,402	4,915
104513	CFL - Foxlow St - Molonglo River Bridge Replacement - F	924,000	0	0	924,000	0	924,000	833,257
104514	BWD - Wallaces Gap Rd - Back Creek Bridge Replaceme	939,840	0	0	939,840	0	939,840	51,538
104515	BWD- River Forest Rd-Mongarlowe River Bridge Replac	781,440	0	0	781,440	0	781,440	137,452
104516	BGD - Hoskinstown road - LRCI- Phase 2	350,000	0	349,955	699,955	0	699,955	3,458
104517	BGD - Bridge over Halfway Creek - LRCI Phase 2	325,000	324,409	0	649,409	0	649,409	329,319
104518	QBN - NER - Bindi Brook Causeway - LRCI - Phase 2	300,000	299,725	0	599,725	0	599,725	7,110
104519	QBN - Williamsdale Rd Extend Seal - LRCI- Phase 2	337,299	332,255	2,099,945	2,769,499	0	2,769,499	20,416
104551	DRFA Flood Damage - August 2020 - Gumms Rd Bridges	0	0	0	0	0	0	7,743
104552	DRFA Floor Damage Feb 2020 - Little Bombay Road Brid	0	0	70,660	70,660	0	70,660	1,940
104553	DRFA Fire Damage Nov 2019-Monga Lane Bridge (Lyons	0	0	40,551	40,551	0	40,551	0
104568	QPR - BCRRF Steam 2 Solar&Essential Battery Backup RF	0	0	0	0	0	0	13,675
	Branch - Utilities							
100119	QBN - Googong Water Recycling Plant	208,000	0	0	208,000	0	208,000	46,260
100123	QBN - Sewage Treatment Plant Upgrade	31,403,613	0	0	31,403,613	0	31,403,613	1,423,686
100148	QBN - Water Telemetry - Radio Up/Gs	0	0	0	0	0	0	12
100548	BGD - Bungendore Landfill Reinstatement	1,456,000	0	936,000	2,392,000	0	2,392,000	58,241
104349	QBN Stormwater infrastructure for South Jerra Innovati	0	0	0	0	104,000	104,000	95,776
104498	Maslin Place drainage	0	0	1,040	1,040	0	1,040	0
104539	BGD - Stormwater Improvements Program Bungendore	40,000	0	-40,000	0	0	0	0
104540	BWD - Stromwater Improvement Program Braidwood	23,000	0	-23,000	0	0	0	0
104576	QPR - Emergency Operations Centres Upgrade	0	0	131,465	131,465	0	131,465	6,344
700031	QBN - Stormwater Improvement Program	447,000	0	-410,422	36,578	0	36,578	0
700036	Jim Gray Bore	629,182	0	29,840	659,022	-282,332	376,690	115
700037	Bungendore East Bore	642,442	0	109,282	751,725	-258,555	493,170	62,322



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original	Approved Changes		Revised	Recommended changes	PROJECTED	Actual
		Budget	Carry Overs	QBRs - Sept	Budget	for Council Resolution	year end result	YTD
		\$	\$	\$	\$	\$	\$	\$
700038	Currandooly Clear Water delivery main	2,769,000	0	0	2,769,000	-2,080,000	689,000	4,968
700039	Days Hill Water Pump Station	1,507,907	0	1,194,734	2,702,642	-754,347	1,948,294	252,179
700040	North Elmslea Reservoir	2,469,612	0	946,836	3,416,448	-1,531,838	1,884,610	0
700041	North Elmslea Pressure Pump Station	962,000	0	0	962,000	-962,000	0	0
700042	Currandooly WTP MKII	419,150	0	0	419,150	0	419,150	87,138
700043	Shoalhaven Pump station and rising main	52,000	0	83	52,083	-52,083	0	37
700140	BGD - STP Recycled Water System	2,405,520	0	1,193,936	3,599,456	0	3,599,456	1,697,863
700166	QPR - Water connections – Palerang	26,000	0	42	26,042	0	26,042	20,284
700167	QBN - Water connections – Queanbeyan	72,800	0	4,693	77,492	0	77,492	56,649
700168	QPR - Sewer connections – Palerang	20,800	0	33	20,833	0	20,833	16,645
700169	QBN - Sewer connections – Queanbeyan	20,800	0	33	20,833	0	20,833	0
700191	BGD - Water Treatment Plant Upgrade	0	410,010	656	410,666	50,035	460,701	372,455
700192	BGD - Reservoir 2021-22	0	86,088	138	86,226	0	86,226	0
700193	QBN - Mains	780,000	0	1,248	781,248	0	781,248	0
700202	QBN - Telemetry	52,000	0	83	52,083	0	52,083	0
700203	BGD - STP Stage 1 2018-19	0	0	0	0	100,000	100,000	0
700213	QBN Sewer Pump stations	52,000	0	83	52,083	0	52,083	0
700226	QBN - Water Connection Jerra Business Park	0	1,413,060	1,204	1,414,264	0	1,414,264	113,807
700227	QBN - Sewer Connection Jerra Business Park	0	2,042,748	1,936	2,044,684	0	2,044,684	192,294
700251	QBN - Upgrade of Capital Terrace - Sewer Pump Station	0	43,222	70	43,292	-13,957	29,334	29,334
700278	QBN - Ross Road Water Main (Uriarra Rd to Surveyor St)	0	312,410	336	312,746	-259,706	53,040	50,799
700280	QBN - QSTP pond embankment drainage filter	0	353,590	565	354,155	0	354,155	0
700282	QBN - Connection to reticulation for South Jerrabomberra	0	0	0	0	0	0	6,989
700290	Water Main Replacement Lascelles Street	0	0	194,779	194,779	-20,638	174,141	166,362
710035	Nerriga Waste Transfer Station	500,000	0	0	500,000	0	500,000	0
710036	Braidwood Landfill reinstatement	1,560,000	0	-1,040,000	520,000	-270,000	250,000	0
800000	QPRC Fleet Purchases	1,000,000	0	1,080,000	2,080,000	920,000	3,000,000	621,927
800010	QPRC Plant Purchases	2,080,000	0	-1,080,000	1,000,000	0	1,000,000	729,066



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original Budget \$	Approved Changes Carry Overs \$	QBRs - Sept \$	Revised Budget \$	Recommended changes for Council Resolution \$	PROJECTED year end result \$	Actual YTD \$
	Branch - Contracts and Projects							
100133	QBN - Old Cooma Road Stage 2 - Googong Rd - ELP	0	0	3,240	3,240	0	3,240	3,118
100150	QBN - Ellerton Drive Extension	0	0	7,488	7,488	0	7,488	2,654
100265	QBN Civic & Cultural Precinct	45,482,920	-496,920	-17,563,000	27,423,000	-6,333,635	21,089,365	6,618,031
100701	Stronger Communities \$9m – Lascelles Street upgrade B	1,161,488	0	8,367	1,169,855	0	1,169,855	13,300
100856	QBN-Morisset carpark and public domain	6,935,943	0	-6,935,943	0	0	0	0
100869	QBN - River Path to Barracks Flat Dr (#3-5)	0	0	0	0	0	0	1,068
100894	QBN - Monaro St (Lowe to Crawford)	13,000,000	2,129,949	0	15,129,949	0	15,129,949	120,669
101296	QBN-Blackspot-Crawford,Antill & Erin Intersection Safet	640,000	50,671	-1,878	688,793	0	688,793	34,789
104107	QBN - South Jerrabomberra Northern Entry Road	2,080,000	0	0	2,080,000	7,205,000	9,285,000	7,327,202
104212	Bungendore Flood Risk Management Implementation M	0	70,872	2,835	73,707	0	73,707	68,421
104247	QBN - Rosa St School Pedestrian - Upgrade	0	26,000	0	26,000	0	26,000	456
104248	QBN - Safer Roadst - OCR/Railway Crossing Curve Upgra	0	0	24,526	24,526	0	24,526	2,369
104249	BWD - Safer Roads - Araluen rd – Corridor Safety Treatm	0	0	9,821	9,821	0	9,821	22,724
104250	QBN - Cooma st / Glebe Avenue Pedestrian Safety Upga	0	62,400	0	62,400	0	62,400	0
104362	BWD - Footpath Wallace St Braidwood	0	0	0	0	0	0	48,663
104458	BGD - Bungendore Office Relocation	4,810,000	0	50,960	4,860,960	0	4,860,960	1,336,292
104506	BWD - Shared path Wallace St to Services Club	198,224	0	0	198,224	0	198,224	0
104507	BWD - Shared Path Duncan St to WallaceSt and Monkitt	125,008	0	0	125,008	0	125,008	0
104508	BWD - Footpath Elrington St between Wilson St and Dur	34,944	0	0	34,944	0	34,944	0
104538	QBN - Crawford Street Carpark Upgrade- CBD Stage 6	0	0	0	0	0	0	336
104555	QBN-Share Path Upgrade on Ellerton Drive QBN - TfNSW	0	0	788	788	-788	0	0
104572	BLERF - Braidwood Skatepark	680,660	0	27,226	707,886	-707,886	0	0
104573	BLERF - Bungendore Playground	895,370	0	35,815	931,185	67,000	998,185	143,441
104574	BLERF - QPRC Community Halls Fire affected	751,500	0	30,060	781,560	0	781,560	0
104596	QBN AGBSP - Collett St and Antill Intersection Upgrade	0	0	69,203	69,203	0	69,203	4,096
104597	AGBSP - Captains Flat Rd - High-Risk Curve Safety	0	0	302,437	302,437	0	302,437	0



December Quarterly Budget Review Capital Statement by Branch
for YTD Period Ending December 2021

List By	Description	Original Budget \$	Approved Changes Carry Overs \$	QBRs - Sept \$	Revised Budget \$	Recommended changes for Council Resolution \$	PROJECTED year end result \$	Actual YTD \$
100122	Branch - Digital QPR - IT Tablet & Phone Purchases	70,000	0	0	70,000	0	70,000	19,901
100168	Hardware Refresh - IT Equipment	90,000	0	0	90,000	0	90,000	73,967
104116	QPR - Facilities booking system	0	12,465	2,579	15,044	0	15,044	9,308
104604	Branch - Governance & Risk Land Sale 289 Badgery Road, Burra NSW 2620 (Lot 32 D	0	0	6,240	6,240	0	6,240	5,297
	Total Capital Expenditure	179,349,368	14,923,274	-18,173,599	176,099,044	-11,159,000	164,940,044	31,693,888
105	User Charges & Fees	-1,172,600	0	-42,075	-1,214,675	925,000	-289,675	-168,923
115	Other Revenue	0	0	-159,060	-159,060	0	-159,060	-189,285
120	Operating Grants	-2,335,709	0	-816,043	-3,151,752	434,738	-2,717,014	-1,252,271
124	Capital Contributions	0	-705,000	0	-705,000	-17,000	-722,000	-91,896
125	Capital Grants	-39,185,437	-486,964	-5,183,671	-44,856,072	-14,106,278	-58,962,350	-11,984,454
310	Transfers to Internal Reserves	5,800,000	0	-5,250,000	550,000	550,000	1,100,000	737,897
320	Transfers to Other External Reserves	15,137,507	700,000	-343,090	15,494,417	41,000,000	56,494,417	40,287
400	Sale of Assets	-550,000	0	-20,000	-570,000	-550,000	-1,120,000	-757,230
405	Proceeds from Borrowings	-86,238,216	0	23,878,312	-62,359,904	2,518,000	-59,841,904	0
410	Transfers from Internal Reserves	-14,785,311	-1,925,491	4,851,764	-11,859,037	-702,798	-12,561,836	-3,645,000
415	Transfers from Developer Contributions	-3,542,229	-3,750,048	-216,633	-7,508,910	-127,202	-7,636,112	-791,373
420	Transfers from Other External Reserves	-43,968,106	-8,905,952	-137,145	-53,011,203	-22,143,954	-75,155,157	-8,069,530
	Total Funding Source	-170,840,101	-15,073,455	16,562,359	-169,351,196	7,780,506	-161,570,690	-26,171,777
	Capital Projects Revenue Funded	8,509,268	-150,180	-1,611,240	6,747,848	-3,378,494	3,369,354	5,522,110

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.11 INVESTMENT REPORT - JANUARY 2022

ATTACHMENT 1 INVESTMENT REPORT PACK - JANUARY 2022



Investment Report Pack

Queanbeyan-Palerang Regional Council

As At 31 January 2022



Contents

1. Budget vs Actual Interest Income 1 July 2021 to 30 June 2022
2. Portfolio Valuation As At 31 January 2022
3. Portfolio Compliance As At 31 January 2022
4. Portfolio Statistics For Period Ending 31 January 2022



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

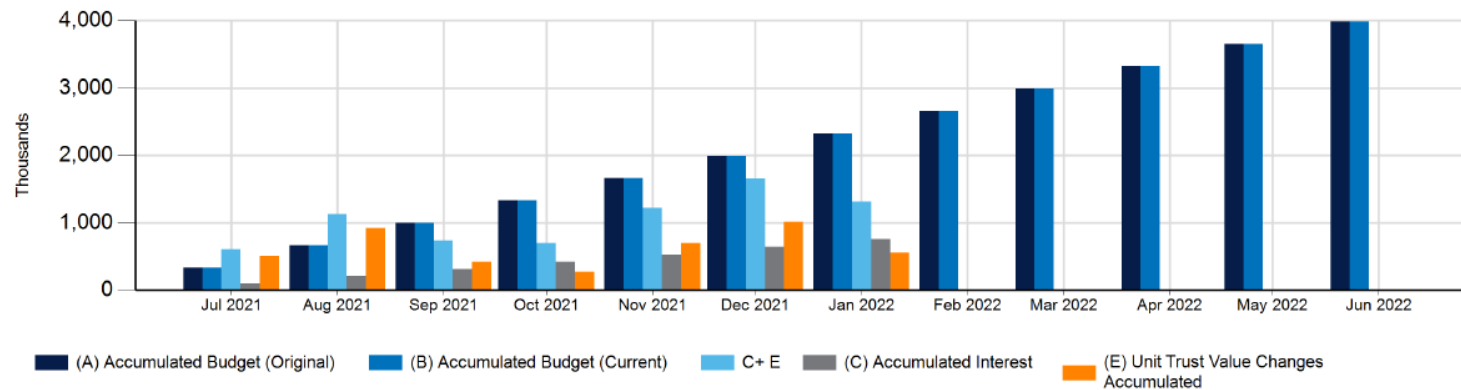
Month / Year	(A) Income Interest Budget (Original) Running Total	Interest Income Budget (Current) For Month	(B) Interest Income Budget (Current) Running Total	(T) Interest Income Received/Accrued For Month	(C) Interest Income Received/Accrued Running Total	Accrued Interest Acquired For Month	Accrued Interest Acquired Running Total	(U) Unit Trust Market Value Changes	(E) Unit Trust Market Value Changes Running Total	'Return' For Month (T+U)
Jul 2021	332,474.00	332,474.00	332,474.00	99,994.53	99,994.53	2,860.00	2,860.00	502,480.32	502,480.32	602,474.85
Aug 2021	664,948.00	332,474.00	664,948.00	108,854.22	208,848.75	(3,600.00)	(740.00)	419,359.92	921,840.24	528,214.14
Sep 2021	997,422.00	332,474.00	997,422.00	104,049.78	312,898.53	0.00	(740.00)	(500,445.32)	421,394.92	(396,395.54)
Oct 2021	1,329,896.00	332,474.00	1,329,896.00	107,427.11	420,325.64	0.00	(740.00)	(148,386.36)	273,008.56	(40,959.25)
Nov 2021	1,662,370.00	332,474.00	1,662,370.00	106,302.66	526,628.30	0.00	(740.00)	424,031.09	697,039.65	530,333.75
Dec 2021	1,994,844.00	332,474.00	1,994,844.00	113,515.70	640,144.00	0.00	(740.00)	312,980.48	1,010,020.13	426,496.18
Jan 2022	2,327,318.00	332,474.00	2,327,318.00	114,387.95	754,531.95	0.00	(740.00)	(451,713.85)	558,306.28	(337,325.90)
Feb 2022	2,659,792.00	332,474.00	2,659,792.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Mar 2022	2,992,266.00	332,474.00	2,992,266.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Apr 2022	3,324,740.00	332,474.00	3,324,740.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
May 2022	3,657,214.00	332,474.00	3,657,214.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Jun 2022	3,989,688.00	332,474.00	3,989,688.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
		3,989,688.00		754,531.95		(740.00)		558,306.28		1,312,838.23

Notes on Table Above

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

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

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





2. Portfolio Valuation As At 31 January 2022

Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
At Call Deposit													
AMP QPRC At Call	S&P ST A2		869,304.21	1.00000000	869,304.21	100.000	0.000			869,304.21	0.45%	0.50%	
BENAU At Call	Moodys A3		17,144.78	1.00000000	17,144.78	100.000	0.000			17,144.78	0.01%	0.05%	
BENAU transaction At Call	Moodys A3		26,441.79	1.00000000	26,441.79	100.000	0.000			26,441.79	0.01%	0.00%	
NAB At Call	S&P AA-		46,568,299.35	1.00000000	46,568,299.35	100.000	0.000			46,568,299.35	24.09%	0.40%	
NAB General At Call	S&P AA-		8,607,609.90	1.00000000	8,607,609.90	100.000	0.000			8,607,609.90	4.45%	0.10%	
NAB Links At Call	S&P AA-		803,319.33	1.00000000	803,319.33	100.000	0.000			803,319.33	0.42%	0.10%	
			56,892,119.36		56,892,119.36					56,892,119.36	29.43%		0.35%
Fixed Rate Bond													
MACQ 1.7 12 Feb 2025 Fixed	Moodys A2	AU3CB0270387	6,000,000.00	1.00000000	6,000,000.00	98.886	0.795			5,980,860.00	3.09%	1.66%	
NTTC 0.8 15 Jun 2024 - Issued 16 Mar 2021 - Queanbeyan Regional Council Fixed	Moodys Aa3		5,000,000.00	1.00000000	5,000,000.00	100.000	0.504			5,025,200.00	2.60%	0.80%	
NTTC 1.1 15 Dec 2024 - Issued 16 Sep 2020 Fixed	Moodys Aa3		3,000,000.00	1.00000000	3,000,000.00	100.000	0.142			3,004,260.00	1.55%	1.10%	
NTTC 1.1 15 Jun 2025 - Issued 16 Mar 2021 - Queanbeyan Regional Council Fixed	Moodys Aa3		5,000,000.00	1.00000000	5,000,000.00	100.000	0.693			5,034,650.00	2.60%	1.10%	
			19,000,000.00		19,000,000.00					19,044,970.00	9.85%		1.20%
Flexi Deposit (Fix/Float)													
Westpac 2.96 25 Oct 2022 1826DAY FD	S&P ST A1+		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000			2,000,000.00	1.03%	1.02%	
Westpac 2.89 07 Dec 2022 1827DAY FD	S&P ST A1+		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000			3,000,000.00	1.55%	1.01%	
			5,000,000.00		5,000,000.00					5,000,000.00	2.59%		1.01%
Floating Rate Deposit													
Westpac 1.01 17 Apr 2024 1827DAY FRD	S&P AA-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000			3,000,000.00	1.55%	1.03%	
Westpac 1.29 Apr 2024 1827DAY FRD	S&P AA-		4,000,000.00	1.00000000	4,000,000.00	100.000	0.000			4,000,000.00	2.07%	1.01%	
Westpac 0.98 03 Jul 2024 1827DAY FRD	S&P AA-		5,000,000.00	1.00000000	5,000,000.00	100.000	0.000			5,000,000.00	2.59%	1.00%	
			12,000,000.00		12,000,000.00					12,000,000.00	6.21%		1.01%
Floating Rate Note													
AMP 1.05 30 Mar 2022 FRN	S&P BBB	AU3FN0035283	2,000,000.00	1.00000000	2,000,000.00	100.045	0.000			2,000,900.00	1.04%	1.12%	
Auswide 1.05 17 Mar 2023 FRN	Moodys Baa2	AU3FN0053567	2,500,000.00	1.00000000	2,500,000.00	100.726	0.000			2,518,150.00	1.30%	1.12%	
BENAU 1.05 25 Jan 2023 FRN	Moodys A3	AU3FN0040523	1,500,000.00	1.00000000	1,500,000.00	100.743	0.000			1,511,145.00	0.78%	1.12%	
CBA 0.88 25 Jul 2022 FRN	Moodys Aa3	AU3FN0037198	2,000,000.00	1.00000000	2,000,000.00	100.365	0.000			2,007,300.00	1.04%	0.95%	
CBA 0.93 16 Aug 2023 FRN	S&P AA-	AU3FN0044046	1,500,000.00	1.00000000	1,500,000.00	101.040	0.000			1,515,600.00	0.78%	0.97%	
CBA 1.13 11 Jan 2024 FRN	S&P AA-	AU3FN0046561	5,000,000.00	1.00000000	5,000,000.00	101.573	0.000			5,078,650.00	2.63%	1.20%	
CUA 1.23 04 Mar 2022 FRN	Moodys Baa1	AU3FN0046793	1,000,000.00	1.00000000	1,000,000.00	100.100	0.000			1,001,000.00	0.52%	1.29%	
CUA 0.9 21 Feb 2023 FRN	S&P BBB	AU3FN0052924	1,100,000.00	1.00000000	1,100,000.00	100.600	0.000			1,106,600.00	0.57%	0.95%	



Fixed Interest Security	Security Rating	ISIN	Face Value Original	Bond Factor	Face Value Current	Capital Price	Accrued Interest Price	Unit Price Notional	Unit Count	Market Value	% Total Value	Running Yield	Weighted Running Yield
HSBCSyd 0.83 27 Sep 2024 FRN	S&P A+	AU3FN0050498	4,000,000.00	1.00000000	4,000,000.00	101.066	0.000			4,042,640.00	2.09%	0.89%	
MACQ 0.84 12 Feb 2025 FRN	Moody's A2	AU3FN0052908	3,000,000.00	1.00000000	3,000,000.00	100.794	0.000			3,023,820.00	1.56%	0.88%	
MACQ 0.48 09 Dec 2025 FRN	S&P A+	AU3FN0057709	2,000,000.00	1.00000000	2,000,000.00	99.415	0.000			1,988,300.00	1.03%	0.54%	
RACB 1.05 23 May 2022 FRN	Moody's Baa1	AU3FN0048328	800,000.00	1.00000000	800,000.00	100.220	0.000			801,760.00	0.41%	1.10%	
RACB 0.93 24 Feb 2023 FRN	S&P BBB+	AU3FN0053146	1,850,000.00	1.00000000	1,850,000.00	100.340	0.000			1,856,290.00	0.96%	0.98%	
ME Bank 0.98 18 Jul 2022 FRN	S&P BBB	AU3FN0048948	2,500,000.00	1.00000000	2,500,000.00	100.368	0.000			2,509,200.00	1.30%	1.05%	
NAB 0.9 05 Jul 2022 FRN	S&P AA-	AU3FN0036950	5,000,000.00	1.00000000	5,000,000.00	100.335	0.000			5,016,750.00	2.60%	0.97%	
NAB 0.93 26 Sep 2023 FRN	S&P AA-	AU3FN0044966	3,000,000.00	1.00000000	3,000,000.00	101.084	0.000			3,032,520.00	1.57%	0.99%	
NAB 1.04 26 Feb 2024 FRN	S&P AA-	AU3FN0046777	2,000,000.00	1.00000000	2,000,000.00	101.452	0.000			2,029,040.00	1.05%	1.09%	
NAB 0.92 19 Jun 2024 FRN	S&P AA-	AU3FN0048724	3,200,000.00	1.00000000	3,200,000.00	101.244	0.000			3,239,808.00	1.68%	0.99%	
NPBS 1.4 06 Feb 2023 FRN	S&P BBB	AU3FN0040606	1,250,000.00	1.00000000	1,250,000.00	101.033	0.000			1,262,912.50	0.65%	1.45%	
RABOBK 1.08 03 Mar 2022 FRN	S&P A+	AU3FN0034690	1,000,000.00	1.00000000	1,000,000.00	100.088	0.000			1,000,880.00	0.52%	1.14%	
SunBank 0.48 15 Sep 2026 FRN	Moody's A1	AU3FN0062964	2,000,000.00	1.00000000	2,000,000.00	98.916	0.000			1,978,320.00	1.02%	0.54%	
			48,200,000.00		48,200,000.00					48,521,585.50	25.10%		0.97%
Term Deposit													
AMP 0.75 09 Mar 2022 364DAY TD	S&P ST A2		2,000,000.00	1.00000000	2,000,000.00	100.000	0.000			2,000,000.00	1.03%	0.75%	
Auswide 1.75 09 Mar 2022 728DAY TD	Moody's ST P-2		5,000,000.00	1.00000000	5,000,000.00	100.000	0.000			5,000,000.00	2.59%	1.75%	
NAB 0.65 04 Oct 2023 728DAY TD	S&P AA-		6,000,000.00	1.00000000	6,000,000.00	100.000	0.000			6,000,000.00	3.10%	0.65%	
NAB 0.8 28 Aug 2024 1098DAY TD	S&P AA-		3,000,000.00	1.00000000	3,000,000.00	100.000	0.000			3,000,000.00	1.55%	0.80%	
Westpac 1.11 10 Nov 2023 730DAY TD	S&P AA-		7,000,000.00	1.00000000	7,000,000.00	100.000	0.000			7,000,000.00	3.62%	1.11%	
			23,000,000.00		23,000,000.00					23,000,000.00	11.90%		1.06%
Unit Trust													
NSWTC Long Term Growth Fund UT	S&P AA+		17,120,062.93		17,120,062.93			1.0446	16,389,579.3771	17,120,062.93	8.86%		
NSWTC Medium Term Growth Fund UT	S&P AA+		11,718,244.52		11,718,244.52			1.0198	11,491,066.1406	11,718,244.52	6.06%		
			28,838,307.45		28,838,307.45					28,838,307.45	14.92%		
Portfolio Total			192,930,426.81		192,930,426.81					193,296,982.31	100.00%		0.80%
Note: For holdings in unit funds and similar securities, the face value (original and current) columns will display market values.													



3. Portfolio Compliance As At 31 January 2022

Short Term Issuer/Security Rating Group	Market Value	% Total Value
A2	7,869,304.21	4.07%
A1+	5,000,000.00	2.59%
Portfolio Total	12,869,304.21	6.66%

Market Value by Security Rating Group (Short Term)



Long Term Issuer/Security Rating Group	Market Value	% Total Value
BBB+ to BBB-	13,056,812.50	6.75%
A+ to A-	19,569,551.57	10.12%
AA+ to AA-	147,801,314.03	76.46%
Portfolio Total	180,427,678.10	93.34%

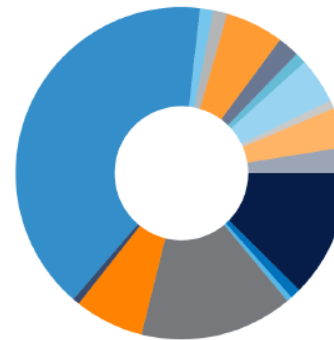
Market Value by Security Rating Group (Long Term)





Issuer	Market Value	% Total Value
AMP Bank Ltd	4,870,204.21	2.52%
Auswide Bank Limited	7,518,150.00	3.89%
Bendigo & Adelaide Bank Ltd	1,554,731.57	0.80%
Commonwealth Bank of Australia Ltd	8,601,550.00	4.45%
Credit Union Australia Ltd t/as Great Southern Bank	2,107,600.00	1.09%
HSBC Sydney Branch	4,042,640.00	2.09%
Macquarie Bank	10,992,980.00	5.69%
Members Banking Group Limited t/as RACQ Bank	2,658,050.00	1.38%
Members Equity Bank Ltd	2,509,200.00	1.30%
National Australia Bank Ltd	78,297,346.58	40.51%
Newcastle Permanent Building Society Ltd	1,262,912.50	0.65%
Northern Territory Treasury Corporation	13,064,110.00	6.76%
NSW Treasury Corporation	28,838,307.45	14.92%
Rabobank Nederland Australia Branch	1,000,880.00	0.52%
Suncorp Bank	1,978,320.00	1.02%
Westpac Banking Corporation Ltd	24,000,000.00	12.42%
Portfolio Total	193,296,982.31	100.00%

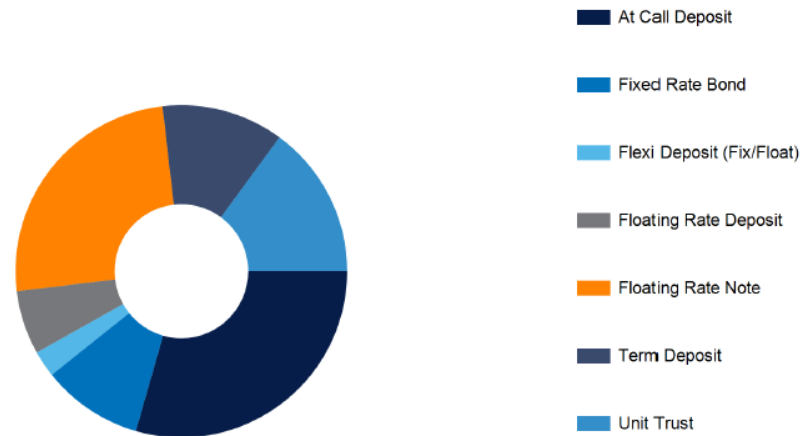
Market Value by Issuer





Security Type	Market Value	% Total Value
At Call Deposit	56,892,119.36	29.43%
Fixed Rate Bond	19,044,970.00	9.85%
Flexi Deposit (Fix/Float)	5,000,000.00	2.59%
Floating Rate Deposit	12,000,000.00	6.21%
Floating Rate Note	48,521,585.50	25.10%
Term Deposit	23,000,000.00	11.90%
Unit Trust	28,838,307.45	14.92%
Portfolio Total	193,296,982.31	100.00%

Market Value by Security Type





Term Remaining	Market Value	% Total Value
0 to < 1 Year	113,579,361.81	58.76%
1 to < 3 Years	61,711,670.50	31.93%
3 to < 5 Years	18,005,950.00	9.32%
Portfolio Total	193,296,982.31	100.00%

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

Market Value by Term Remaining



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



4. Portfolio Statistics For Period Ending 31 January 2022

Trading Book	1 Month	3 Month	12 Month	Since Inception
Queanbeyan-Palerang Regional Council				
Portfolio Return (1)	-0.22%	0.27%	1.70%	2.36%
Performance Index (2)	0.01%	0.01%	0.03%	0.80%
Excess Performance (3)	-0.23%	0.26%	1.67%	1.56%

Notes

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

Trading Book	Weighted Average Running Yield
Queanbeyan-Palerang Regional Council	0.80



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BRISBANE OFFICE: LEVEL 15 CENTRAL PLAZA 1, 345 QUEEN STREET, BRISBANE QLD, 4000 T 61 7 3123 5370

Report Code: TEPACK080EXT-00.09
Report Description: Investment Report Pack 080
Parameters:
Trading Entity: Queanbeyan-Palerang Regional Council
Trading Book: Queanbeyan-Palerang Regional Council
Settlement Date Base
Period End Date: 31 Jan 2022
Financial Year Start Date: 1 Jul 2021
Financial Year End Date: 30 Jun 2022
History Start Date: 1 Jan 2000
Exclude Term Deposit Interest
Exclude FRN/MBS Interest
Exclude Cash
Exclude Unallocated Cash
Exclude Negative Unit Holdings
Trading Limit Parameters:
Use Face Value
Use Security Rating Group
Eliminate Issuer Parent Child Effect? No
Trading Entity Limits Only? No

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.12 DRAFT FINANCIAL ASSISTANCE AND DEBT RECOVERY
POLICIES

ATTACHMENT 1 DRAFT DEBT RECOVERY POLICY



Draft Debt Recovery Policy

Date policy was adopted:		CEO Signature and date
Resolution number:		
Next Policy review date:	February 2025	
Reference number:	ECM 1527430	
Strategic Pillar	Organisation Capability	
Responsible Branch	Finance	DD/MM/YYYY

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DEBT RECOVERY POLICY

1 OUTCOMES

- 1.1 To ensure consistency, fairness, integrity and confidentiality of all proceedings for both the Council and the Account Holder.
- 1.2 To fulfil the statutory requirements of the Local Government Act, 1993 with respect to the recovery of rates and annual charges, water and sewer charges and other debts.
- 1.3 To maximise collections of outstanding debts and to optimise Council's cash flow.
- 1.4 To be sympathetic and helpful to those account holders suffering genuine financial hardship and to establish the circumstances in which financial relief may be provided pursuant to provisions within the Local Government Act.

2 POLICY

- 2.1 Council will carry out debt recovery in a fair and consistent manner and in accordance with the provisions of the Local Government Act.
- 2.2 Council acknowledges that ratepayers and debtors may experience genuine financial hardship from time to time and as a result may need assistance to meet their financial responsibilities.
- 2.3 This policy establishes the circumstances and assessment process for entering into suitable payment arrangements or instigating debt recovery action for the collection of outstanding rates, annual charges, water usage charges, fees, and sundry debtors.

3 SCOPE OF THE POLICY

- 3.1 This policy applies to all ratepayers, sundry debtors and other account holders.
- 3.2 This policy applies to Council staff with delegated responsibility for carrying out debt recovery procedures, and debt recovery agents who act on behalf of Council.

4 DEFINITIONS

- 4.1 Debt Recovery Agent - Council engages an external debt recovery agent to act on its behalf to recover overdue funds.
- 4.2 Default Judgement - The Court can make a default judgement where the defendant has not responded to the Statement of Claim. Default judgement may be granted without the need for a hearing or further attendance in court.
- 4.3 Letter of Demand / Notice of Intent - A formal letter clearly setting out the basis for the debt, the amount of the debt and a demand for payment within a set period of time.
- 4.4 Payment Arrangement - a negotiated agreement to pay regular amounts of money as a course of action.
- 4.5 Statement of Claim - A court document that sets out how much the account holder owes Council and why Council is making the claim. The statement of claim starts a court case.

5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- 5.1 The Local Government Act 1993 sections 564, 566, 567, 605, 607, 610 and 713 to 726.
- 5.2 The Local Government (General) Regulation 2021 sections 130, 131 and 133.
- 5.3 Privacy and Personal Information Protection Act 1998 (NSW) (PPIP Act)
- 5.4 Privacy and Personal Information Protection Regulation 2019

DEBT RECOVERY POLICY

- 5.5 OLG Circular 15-40 Recovery of Outstanding Water Charges, December 2015, A430931
- 5.6 OLG Debt Management and Hardship Guidelines November 2018
- 5.7 Debt Collection Guideline for collectors and creditors ACCC/ASIC
- 5.8 QPRC Hardship Assistance Policy
- 5.9 QPRC Water Flow Restriction Procedure
- 5.10 QPRC Sale of Land for Unpaid Rates Procedure

6 CONTENT

6.1 Rates and Annual Charges Instalments

- 6.1.1 Rates and annual charges are levied by 31 July each year and may be paid in a single instalment or four equal instalments by the following dates:
 - 31 August
 - 30 November
 - 28 February
 - 31 May

- 6.1.2 Instalment notices are issued 30 days before the due date.

6.2 Water Usage Charges

- 6.2.1 Water meters are read in accordance with Council's reading program and accounts over \$5.00 are sent to the users in quarterly cycles.
- 6.2.2 Accounts are issued 30 days before the due date.

6.3 Interest

- 6.3.1 Any rates instalment or water usage account not paid by the due date falls into arrears and attracts interest.
- 6.3.2 The rate of interest to be charged is the maximum allowed as announced by the Minister for Local Government each year.
- 6.3.3 Interest is applied to all outstanding rates, whether a suitable arrangement is in place or not. Interest commences to accrue on unpaid rates after the due date.

6.4 Hardship

- 6.4.1 Council recognises there are cases of genuine financial hardship requiring respect and compassion in special circumstances. Hardship applications are assessed in accordance with the Hardship Assistance Policy.

6.5 Reminder Notices

- 6.5.1 A final reminder notice will be issued for amounts outstanding over \$100 after 7 days of the due date.
- 6.5.2 Council may commence debt recovery action within 1 month of the charges becoming overdue unless the ratepayer requests a short extension of time or enters into a suitable payment arrangement with Council.

6.6 Suitable Payment Arrangements

- 6.6.1 Council is empowered under Section 564 of the Local Government Act to enter into an agreement with a person to accept variable payments of rates and charges due, including weekly, fortnightly or monthly payments.

DEBT RECOVERY POLICY

- 6.6.2 In accordance with section 568 of the Act, payments will be applied towards the payment of rates and charges in the order in which they become due.
- 6.6.3 Where council staff deem it to be appropriate in the circumstances, prior to the commencement of legal action, Council shall accommodate an agreement for the period payment of the debt that extinguishes it within a reasonable timeframe.
- 6.6.4 Council staff consider the following factors when making the determination about whether a payment arrangement is acceptable:
- a) Arrangements should be made on the basis that current rates and charges are to be paid in full by the end of the financial year. This will prevent arrears being carried forward into the next rate year.
 - b) A minimum of one payment per month should be made, or
 - c) if this cannot be achieved, then the arrangement should be reasonable so that the debt is reduced as soon as possible.
- 6.6.5 Payment arrangements can be requested in writing, or telephone or in person, and if agreement is reached, the payment arrangement is recorded in Council's billing system. If the arrangement is adhered to no further action is required.
- 6.6.6 If an arrangement is made and later dishonoured Council may write to the rate debtor requesting that payment be made within 7 days or written application be made for approval to pay by direct debit to avoid further debt recovery action.
- 6.6.7 Debtors who do not respond to the 7 day follow-up letter are issued with a further letter advising that if payment is not received within 14 days or an arrangement to pay is not made by that date, legal action will commence. The letter will also advise that such action will incur estimated legal costs and that those costs incurred will be added to the debt.
- 6.6.8 Where a debtor defaults on approved arrangements and there has been no contact from the debtor to discuss the missed payments, Council may recommence recovery action from the stage which had been reached prior to the last arrangement being negotiated.
- 6.7 Debt Recovery Action for Rates and Annual Charges**
- 6.7.1 All rates, annual charges, water usage charges and any other sundry debtors payable by the same person, whether in respect of the same or different property, may be recovered in a single action.
- 6.7.2 If insufficient payments have been made to cover overdue amounts greater than \$500 and there is no current arrangement, then debt recovery action will commence. Council or its Debt Recovery Agent will issue the following:
- a) A Letter of Demand and/or a Notice of Intent after 14 days of the reminder notice.
 - b) If the ratepayer does not contact Council or its debt recovery agent to pay the arrears in full or to enter into a suitable arrangement, legal proceedings may be instigated against the ratepayer. A Statement of Claim is issued against the owner/s of the property after 14 days of the letter of demand / notice of intent.
 - c) If the ratepayer fails to pay the arrears or enter into a payment arrangement within 28 days, Council will apply for Default Judgement and arrange to recover the Judgement Debt through the appropriate recovery actions.
- 6.7.3 All legal costs and expenses incurred in debt recovery proceedings will be charged against the property (including the expenses of tracing a person in accordance with Section 605 of the Act) and will become payable by the ratepayer. These costs will remain a charge on the land until paid in full.

DEBT RECOVERY POLICY

6.8 Water Flow Restrictors

- 6.8.1 For unpaid water accounts, an "Intent to Restrict Water Supply Notice" will be issued by Council. The service of the Notice will be by hand delivery to the property.
- 6.8.2 A Water flow restrictor will only normally be fitted when all avenues of the debt recovery process have been exhausted.
- 6.8.3 Tenanted properties cannot have their water supply restricted as the debt is the responsibility of the landowner. In these instances, legal action will be pursued against the landowner.
- 6.8.4 The CEO is delegated with the authority to approve the restriction and/or disconnection of the water supply to premises that have not responded to the Final Notice and Intention to Restrict Flow, or have not entered into and adhered to a suitable payment arrangement.
- 6.8.5 Costs incurred for legal action and fees for the installation and removal of water restrictors are added to the debt, as well as interest.

6.9 Sale of Land

- 6.9.1 Where Debt Recovery Actions have not been successful to recover outstanding rates and charges, and where property has 5 years rates and charges in arrears, Council will commence action for the sale of land for unpaid rates, in accordance with Part 2, Division 5 of the Act (Sale of land for unpaid rates and charges, Sections 713 – 726).

6.10 Sundry Debtors

- 6.10.1 Council issues debtor accounts for numerous services in accordance with Council's adopted Fees and Charges and Operational Plan.
- 6.10.2 Council reserves the right to refuse credit for any service or expenditure where an account holder has other overdue amounts owing to Council or has a poor payment or debt history with Council.
- 6.10.3 Property based charges including landowner contributions to footpaths, kerb and gutter and any other charge on the land under any Act will be immediately attached to the property and rating database to enable the amount outstanding to be shown on a section 603 certificate.

6.11 Debt Recovery Action for Sundry Debtors

- 6.11.1 If an account is not paid by the due date, the monthly account statement is sent to the debtor as a reminder notice with advice that the account is overdue.
- 6.11.2 If payment is not received after 7 days of the issue of the monthly statement, a letter will be forwarded warning of legal action and requesting immediate payment.
- 6.11.3 If, by the second monthly statement there has been no satisfactory response, Council will commence normal debt recovery action.
- 6.11.4 If the account is an ongoing account further credit to that debtor may be withdrawn until the account is paid in full.

7 REVIEW

- 7.1 This policy will be reviewed every four years or earlier as necessary if:
 - a) legislation requires it, or
 - b) Council's functions, structure or activities change

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.12 DRAFT FINANCIAL ASSISTANCE AND DEBT RECOVERY
POLICIES

ATTACHMENT 2 DRAFT FINANCIAL HARDSHIP POLICY



DRAFT Hardship & Financial Assistance Policy

Date policy was adopted:		CEO Signature and date
Resolution number:		
Next Policy review date:	February 2025	
Reference number:	ECM 304102	
Strategic Pillar	Organisation Capability	
Responsible Branch	Finance	DD/MM/YYYY

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FINANCIAL ASSISTANCE POLICY

1 OUTCOMES

- 1.1 To provide financial assistance to ratepayers experiencing genuine financial hardship and to provide a decision-making framework for assessment of hardship applications.

2 POLICY

- 2.1 Council acknowledges there are cases of genuine financial hardship requiring respect and compassion in special circumstances.
- 2.1.1 A ratepayer may be eligible for consideration for hardship assistance in the payment of overdue rates, annual charges, interest, and fees, where:
- a) the person is unable to pay amounts when due for reasons beyond the person's control; or
 - b) payment when due would cause the person hardship.
- 2.2 This policy establishes the circumstances for the assessment of hardship or payment assistance applications applying the principles of social justice, fairness, integrity, confidentiality, and compliance with relevant statutory requirements.
- 2.3 Privacy will be maintained in accordance with the NSW Privacy and Personal Information Protection Act 1998. Hardship applications will only be considered in Closed Council.

3 SCOPE OF THE POLICY

- 3.1 This policy applies to all applications for waiving, deferment, and alternative payment arrangements, or writing off of rates, fees, annual charges, undetectable water leaks and interest accrued on such debts.

4 DEFINITIONS

- 4.1 Hardship – Any situation where an individual is having difficulty paying legally owed debt. This can result from life changes (for example, because of illness, unemployment or changed financial circumstances) restricting the short-term capacity to pay.
- 4.2 Undetectable Leak –where water has leaked from pipeline breaks or connections in the ground, under slabs or within walls and the leak is not clearly visible to the owner. It does not include leakage from an appliance, water pump, hot water system, irrigation system or rainwater tank.

5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- 5.1 The Local Government Act 1993 (the Act), especially sections 356, 564, 566, 567, 568, 570, 575, 577, 582, 585, 595 to 601, 610
- 5.2 The Local Government (General) Regulation 2021 sections 130, 131, 133, 144 and 213
- 5.3 Office of Local Government – Debt Management and Hardship Guidelines 2018
- 5.4 Valuation of Land Act 1916
- 5.5 NSW Privacy and Personal Information Protection Act 1998

FINANCIAL ASSISTANCE POLICY

6 CONTENT

6.1 Hardship Assistance

- 6.1.1 Council will assess hardship applications on the merit of the individual case against the eligibility conditions within this policy. Council will consider all of the options for financial hardship assistance allowed by the Act:
- a) Periodic payment agreements for overdue rates and charges [p 6.3].
 - b) Writing off or reducing interest accrued on rates or charges for a set period of time [p 6.4].
 - c) Waiving, reducing or deferring the increase in rates payable because of substantial hardship resulting from a general land revaluation [p 6.5].
 - d) Extending pensioner rebates on rates and annual charges [p 6.6]
 - e) Postponing rates for properties that are used differently from how they are zoned [p 6.7].
- 6.1.2 Council will extend the standard hardship conditions for community-members suffering under the COVID-19 pandemic lockdown and for drought and bushfire affected properties.
- 6.1.3 Council will assess applications for the waiver or reduction of user charges and fees where the circumstances fall within one of the following categories:
- i) Undetected water leak [Section 6.8]
 - ii) Water usage allowance for medical conditions [Section 6.10]
 - iii) Emergency pet boarding at the animal management facility [Section 6.11]

6.2 Hardship Application Decisions and Appeals

- 6.2.1 The considerations set out in paragraph 6.2 generally apply to all hardship applications unless different provisions for specific hardship situations are stated later in this policy.
- 6.2.2 Applications for hardship must be made via approved form, available on Council's website.
- a) The applicant must be the person who is liable for the rates, annual charges, fees or interest.
 - b) The property to which the hardship application applies must be the principal place of residence of the applicant/s.
 - c) The property for which the hardship applies must not be a rental property or otherwise income-producing.
 - d) The property for which the hardship applies must not be categorised as Business or Mining for rating purposes.
- 6.2.3 Supporting documentation should be lodged with the application to assist Council to assess eligibility and make a determination. The type of documentary evidence lodged with a hardship application will depend on the circumstances of the claim, and may include:
- a) Statement of reasons why the person was unable to pay the rates and charges when they became due and payable; and
 - b) Letter from a medical professional confirming medical conditions causing hardship;
 - c) Letter from a recognised financial counsellor or financial advisor confirming financial hardship and containing the following:
 - i) Copy of recent bank statements (previous 3 months) for all accounts; and
 - ii) Details of assets, income, and expenditure;

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- d) Copy of Pensioner Concession Card;
- e) Copies of letters from other utilities or mortgage provider confirming financial hardship assistance agreement with them;
- 6.2.4 Council may require the provision of any additional information which, in its opinion, it requires to make an assessment of the application or to assist a later review of an existing hardship arrangement.
- 6.2.5 Council may waive the application documents if ratepayers enter a maximum 12-month payment arrangement.
- 6.2.6 Council will not provide any financial advice and recommends the following external support services and financial counsellors to assist applicants.
 - a) Financial Advice, including financial counsellor search function - www.moneysmart.gov.au/managing-your-money-managing-debts
 - b) Legal Aid service (Legal Advisers) – www.legalaid.nsw.gov.au/get-legal-help/find-a-service
 - c) Community Legal Centres in different local government areas – www.clcnsw.org.au/find_legal_help
 - d) Government funded Financial Rights Legal Centre who can be contacted at either 1800 007 007 or at www.financialrights.org.au
- 6.2.7 Financial hardship cases will remain strictly confidential. Personal information collected as a consequence of this policy will only be used for the purpose of assessing eligibility under the policy and will not be used for any other purpose or disclosed to any other person unless required by law to do so or authorised to do so by the person to whom the personal information relates.
- 6.2.8 All hardship applications shall be determined by delegated Council Officers.
- 6.2.9 All hardship applicants shall be advised in writing of Council's decision within 30 days of receipt of the application.
- 6.2.10 If the applicant is not satisfied with the outcome, they may write to Council and appeal the decision. The review will be conducted by the CFO or Program General Manager.
- 6.2.11 If, after the outcome of the review, the applicant is not satisfied with the process, they may write to the elected Council for a final decision.

6.3 Periodic Payment Agreements

- 6.3.1 Section 564 of the Local Government Act provides that Council may enter into a formal agreement with a ratepayer eligible for alternative periodic payments for due and payable rates and charges. A periodic payment agreement will be offered in accordance with Council's Debt Recovery Policy.
- 6.3.2 In addition to the Debt Recovery Policy provisions for Suitable Payment Arrangements, the following additional considerations can be applied for hardship relief.
 - a) Interest on outstanding amounts may be suspended for any period a periodic payment arrangement is in place and the ratepayer meets the agreed scheduled payments.
 - b) Maximum term can be extended up to 24 months.
 - c) Where repayment amounts will not pay the debt within 12 months, repayment schedules will be reviewed at the end of each 3-month period and upon the raising of further rates and charges for discussion with the ratepayer.

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6.4 Hardship Assistance by Writing Off Accrued Interest and Costs

- 6.4.1 Council may write off accrued interest and costs on rates or charges payable by a person under Section 567 of the Act or charge 0% interest on overdue amounts for a set period of time where:
- a) The person was unable to pay the rates or charges when they become due for reasons beyond the person's control; or
 - b) The person is unable to pay accrued interest for reasons beyond the person's control; or
 - c) Payment of the accrued interest would cause the person hardship.
- 6.4.2 The following circumstances will be taken into consideration in addition to the hardship assessment before any decision to write-off interest and costs:
- a) The ratepayer is a first-time defaulter, has previously had a good payment record and there are mitigating circumstances.
 - b) The ratepayer has met their obligations under any periodic payment agreement with Council.
 - c) Council is satisfied that the circumstances giving rise to the default are temporary.
 - d) Alternatives to recover the entire debt are unavailable.

6.5 Hardship Assistance due to Certain Valuation Changes

- 6.5.1 Under section 601 of the Act, any ratepayer who incurs a rate increase following a new valuation of land values may apply to Council for rate relief in the first year the valuation is used for rating purposes, if the new rate payable causes the ratepayer to suffer substantial hardship.
- 6.5.2 Council will not consider hardship applications under this provision as valuations are determined independently by the NSW Valuer-General. Council will encourage ratepayers to make an appropriate application under the appeal provisions of the Valuation of Land Act.
- 6.5.3 Council has maximised its scope under the Act to adopt a rating structure that cushions the impact of any change in valuations on rates.

6.6 Extend Pensioner Concession to avoid Hardship

- 6.6.1 Section 577 of the Local Government Act, 1993 enables Council to make an order deeming certain persons who are jointly liable with an eligible pensioner or solely liable, but who are not themselves eligible, to be eligible pensioners for the purpose of a mandatory reduction in rates and charges to avoid hardship.
- 6.6.2 Section 582 of the Local Government Act, 1993 enables Council to waive or reduce rates, charges and accrued interest due by any person prescribed by the regulations who is in receipt of a pension, benefit or allowance under the Social Security Act 1991. Thus, council may, in its absolute discretion, further reduce on a voluntary basis (with no subsidy from the state government) rates and charges otherwise payable by an eligible pensioner.
- 6.6.3 Council may agree to allow the remainder of a pensioners rates, after concessions have been deducted, to accrue against the future estate or sale of the land in appropriate cases.

6.7 Hardship Assistance for Postponed Rates

- 6.7.1 A rateable person may apply for postponed rates [section 585].
- 6.7.2 Interest on postponed rates accrues as if the rates were overdue rates [section 592].

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- 6.7.3 If 5 years have elapsed since the commencement of a rating year for which part of the rates levied on land have been postponed, the part postponed and any interest accrued on that part may be written off by the council [section 595].
- 6.7.4 Only ratepayers who are owner occupiers who would face hardship will be eligible to apply for postponed rates to be written off in accordance with section 6.7.3 of this policy.
- 6.7.5 Any application for hardship assistance in relation to postponed rates will be assessed in accordance with the same criteria used to assess hardship assistance in respect of rates and annual charges.

6.8 Drought, Bushfire and Pandemic Hardship

- 6.8.1 Clause 6.8 applies for any period the QPRC Local Government Area (LGA) remains:
- a) drought declared or
 - b) bushfire impacted (including the bushfire recovery period) or
 - c) economically locked down as a consequence of a pandemic, as nominated by a government order or declaration.
- 6.8.2 A ratepayer may be eligible for extended hardship assistance arrangements for the payment of rates, annual charges, interest, as follows:
- a) A maximum period for approved payments arrangements extended to 2 years.
 - b) Interest charges to be waived on all approved payment arrangements.
 - c) Recovery action to be deferred upon application.
- 6.8.3 Drought Assistance specifically applies to:
- a) Farmland ratepayers owning a parcel of land which is liable for the payment of South East Local Land Services rates.
 - b) Business ratepayers that directly supply the agriculture sector in the LGA.
- 6.8.4 Bushfire Assistance specifically applies to:
- a) Ratepayers owning any parcel of land in the LGA listed on the Bushfire Impact Assessment schedule.
 - b) Business ratepayers that rely directly on visitor trade traversing the Kings Highway.
 - c) Waste disposal fees will be waived for waste transfer stations in the LGA for general building waste not being contaminated with any form of asbestos matter and where the costs are not otherwise recoverable by the owner through insurance or external funding sources.
 - d) Development Application and/or inspection fees will be subsidised for rebuilding of destroyed homes, structures and infrastructure.
- 6.8.5 Pandemic Assistance specifically applies to:
- a) Residential ratepayers whose employment ceased as a consequence of the pandemic crisis and who are eligible for Disaster payments or any other form of Government assistance.
 - b) Business ratepayers whose business closed, or income has substantially decreased as a consequence of Government Orders during the pandemic crisis.
 - c) Property owners who provide rent deferral or reduced rental arrangements, or whose rental income has been substantially affected from a business tenant as a consequence of Government Orders during the pandemic crisis.
 - d) Community facility hire fees (ongoing bookings) will be waived for not for profit community organisations and section 355 committees during periods of government pandemic lockdown.
 - e) Ground hire, sports field lighting and QPRC sports facility hire fees will be waived for all not for profit local community sporting clubs with season bookings

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for any sport season where government lockdown orders have reduced the available season by 25% or more.

- a) Rents may be waived, reduced, or deferred for commercial and community operators leasing Council property who can demonstrate financial distress due to the pandemic, in line with Commonwealth/State Government Orders.
- b) Footpath hire and related fees may be waived for businesses.
- c) Subsidies may be provided for Council-initiated online training, marketing and other support programs to local business.

6.9 Financial Assistance due to Undetectable Water Leaks

6.9.1 Notwithstanding the property owner's responsibility for all water infrastructure and water usage at their property, Council may assist by applying a rebate to ratepayers where an undetectable leak has resulted in significant increase in water use.

6.9.2 Council may rebate water usage charges up to 1,000 kilolitres of water, subject to the following conditions:

- a) A rebate shall not be granted where assistance of this kind has been granted in the previous 5 years.
- b) Water usage that is a result of negligence or misuse is not eligible for financial assistance.
- c) The application must be in writing and/or emailed to council@qprc.nsw.gov.au
- d) The applicant must be the person liable for the water use charge for the property or authorised agent of the premise for which the application applies.
- e) The property to which the application applies must be categorised as residential for rating purposes and be separately metered.
- f) The application must be received by Council within 30 days of the owner/agent becoming aware of the leak, or within 30 days of the date of a letter issued by Council to the owner advising of the higher than normal water use, or the issue of the water usage account, whichever comes first.
- g) The application must provide evidence confirming that immediate and effective action was taken to rectify the water leak as soon as was reasonably possible.
- h) The application must be accompanied with an invoice or account from a licenced plumber stating the location of the leak, repairs that were necessary and a statement that the internal plumbing system has been tested at a minimum test pressure of 800KPa.
- i) The leak must have been significant. A leak is determined to be significant if the water usage for the period is greater than 50 kilolitres and is at least 1.5 times greater than the average water usage at the property calculated over the previous 3 years, provided the applicant has owned the property for all of that time.
- j) The leak must not be a result of plumbing not in accordance with Australian standard Plumbing and Drainage 3500.
- k) If no suitable water usage data is available, properties estimated to have similar usage may be used to determine an average water use.
- l) The rebate will be calculated by multiplying the number of days in the billing period that the leak was evident by the average daily usage. Any rebate will be applied as a credit on the water usage account.
- m) The applicant will be advised in writing of the outcome of the application.

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6.10 Water allowance for Haemodialysis and other medical conditions

- 6.10.1 The allowance will apply to home haemodialysis patients whose premises are connected to the QPRC water network.
- 6.10.2 Claims for other medical conditions will require a declaration from the Area Health Service as to the extent of water usage required for the therapy of any such medical condition.
- 6.10.3 At the end of each financial year the Area Health Service will be asked to supply Council with a list of all home haemodialysis patients in the council area and their principal place of residence.
- 6.10.4 The allowance will be equivalent to 10 kilolitres of the water used in any billing period, as recorded by the water meter connected to the premise. This allowance is above the amount of the estimated volume of water utilised by a dialysis machine for the average haemodialysis patient, as supplied by the Area Health Service, being 25 kilolitres per annum.
- 6.10.5 The allowance will commence in the water billing period in which Council is notified of the haemodialysis machine being installed at the premise.
- 6.10.6 The allowance will cease in the water billing period following notification of the machine no longer being in use by the nominated patient, or the sale of the property.

6.11 Emergency pet boarding at the animal management facility

- 6.11.1 Council will consider applications for special circumstance boarding to assist residents who are experiencing hardship due to, but not limited to, the following situations:
 - a) Short-term homelessness
 - b) Domestic violence
 - c) Victim of crime
 - d) Hospitalisation.
- 6.11.2 The number of occasions an individual can access special circumstances boarding per year, and the length of time the animal is housed at the Facility, will be determined at the discretion of Council.
- 6.11.3 A reduced per-day fee will be applied for special circumstances boarding applications to cover the cost of food and direct costs.
- 6.11.4 An animal considered for special circumstances must be vaccinated. If the animal is not vaccinated, the owner will be charged for vaccination.

7 REVIEW

- 7.1 This policy will be reviewed every four years or earlier as necessary if:
 - a) legislation requires it, or
 - b) Council's functions, structure or activities change

QUEANBEYAN-PALERANG REGIONAL COUNCIL

Council Meeting Attachment

23 FEBRUARY 2022

ITEM 9.13 REVISED QPRC PARKING POLICY

ATTACHMENT 1 REVISED PARKING POLICY



Parking Policy

Date policy was adopted:	.../... 2021	CEO Signature and date
Resolution number:		
Next Policy review date:	2023/2024	
Reference number:	31.5	
Strategic Pillar	Community Connections	
Responsible Branch	Transport and Facilities	

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1. OUTCOMES

- 1.1 Queanbeyan-Palerang Regional Council (QPRC) administers the *Road Transport Act 2013* and *Road Transport (General) Regulation 2013* in relation to parking on and off street, and is authorised to issue infringements under the NSW Self Enforcing Infringement Notification System (SEINS).
- 1.2 The LGA is currently undergoing a period of growth through the transformation of the Queanbeyan central business district (CBD) and new residential/subdivision developments such as Googong, Tralee, Bungendore and South Jerrabomberra.
- 1.3 This growth results in an abnormally high number of construction sites that in some cases affects the accessibility of suitable parking for nearby residents and office/business workers.
- 1.4 In turn, residents unable to park vehicles in their garage, driveway or on street (unless signposted otherwise), may revert to illegally parking on footpaths and nature strips.
- 1.5 Through this policy, QPRC will promote community awareness of responsible road use and parking. The policy sets out guidelines for the safe and authorised parking of tradespersons' works vehicles at construction sites.
- 1.6 The policy also establishes parking controls and permits to guide the management of residents' parking in town streets and public car parks including near the Queanbeyan CBD, so that the LGA is a safe and accessible place to drive, walk or cycle.
- 1.7 The priority for CBD and suburban offstreet car parking spaces is short-stay, high-turnover parking over long-stay, low-turnover parking.
- 1.8 The Carparking Strategy indicates the location of offstreet car parks and timed parking provisions.
- 1.9 A Carparking Matrix may be used to guide the type of potential infringements (refer 1.1) that may be subject to warning, infringement, investigation or prosecution (Schedule 2).

2. SCOPE

- 2.1 This policy covers all temporary parking arrangements for tradespersons at construction sites in Queanbeyan CBD and new residential developments in other areas such as Googong, Tralee, Bungendore and South Jerrabomberra.
- 2.2 It also covers regular parking, timed and untimed, and long-term perimeter parking in town streets or public car parks for residents and office/business employees in the Queanbeyan CBD.

3. DEFINITIONS

"As of Rights" signs — directional signage indicating conditions of parking erected by a public authority or road manager that does not require Council's consent.

Authorised Officer — a person employed by Council as an enforcement officer as specified in Schedule 4 of the *Road Transport (General) Regulation 2013*.

Business services — tradespersons or other essential services that visit businesses from time to time.

CBD — the Queanbeyan Central Business District.

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Housing NSW — an agency of the Department of Family and Community Services, established pursuant to the *Housing Act 2001*, that is responsible for the provision and management of public housing services with the aim to prevent homelessness in NSW.

Marking — the process of applying crayon, chalk or any similar substance by rangers for any purpose connected with the enforcement of any of the provisions of any Act or any statutory rule made under any Act.

Mobile device — the device used to issue penalty infringement notices and cautions, and record evidence related to those enforcement actions.

NSW Regional Transport and Roads — formerly the NSW Roads and Maritime Services.

Parking infringement notice (PIN) — a penalty infringement notice issued under the laws relating to motor vehicle parking as a result of the contravention of those laws. It is the motorist's responsibility to find a legal parking space.

Parking permit — a permit that may be electronic or other database, containing all relevant information about the permit, permit holder and vehicle. It may be issued in printed or electronic form.

Perimeter parking — designated areas such as the Queanbeyan Showground and Collett Street which can accommodate spaces for full-day parking for business and Government agency employees.

Truck — a motor vehicle with a GVM over 4.5 tonnes, excluding a bus.

4. LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

This policy is to be read in conjunction with the following documents:

- *NSW Local Government Act 1993*
- *Road Transport Act 2013*
- *Road Transport (General) Regulation 2013*
- Australian Standard AS2890.2:2018 (Off-street commercial vehicle facilities)
- RMS Parking Permit Guidelines 2018
- NSW Road Rules 2014
- Queanbeyan CBD Spatial Masterplan 2019
- Queanbeyan CBD Transformation Strategy 2017
- Queanbeyan Carparking Strategy 2018-2028
- QPRC Integrated Transport Strategy 2019
- Queanbeyan Development Control Plan 2012 Part 2 – All Zones and Part 6 – Central Business District and Other Business Zones
- QPRC Parking Enforcement Priority Policy 2019

5. POLICY

5.1 Residents' Parking

5.1.1 Residents and Housing NSW tenants living in close proximity to the Queanbeyan CBD should have the ability, as far as practicable, to park safely and securely near their place of residence either on-street or in public car parks.

5.1.2 Resident parking permits enable residents, including occupants of Housing NSW dwellings, who do not have sufficient on-site parking, to park on the street or in public car parks near their place

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of residence and avoid time limits and parking fees. These permits are granted by application to, and approval by, QPRC.

- 5.1.3 Applicants must be able to demonstrate to Council's satisfaction that they are legitimate residents or occupants of Housing NSW dwellings.
- 5.1.4 Resident parking permits issued by QPRC, which must be clearly and permanently displayed on the car, will be valid for one year from the date of issue. A maximum of one car space per dwelling may be considered.
- 5.1.5 Residents using resident parking permits must comply with legal signage and NSW Regional Transport and Roads' road rules pertaining to the conditions of parking space use.
- 5.1.6 All car parking space requirements associated with new developments will be calculated in accordance with the Queanbeyan Development Control Plan Part 2 – All Zones (refer Table 1 under Clause 2.2.6).

5.2 Office/Business Employees' Parking

- 5.2.1 Office-workers and staff of local businesses require suitable areas for parking their vehicles within a distance of 500m from their work premises. **While local business should provide parking for staff on their own site, public carparks may be available for patrons and staff.**
- 5.2.2 It is acknowledged car spaces may be occupied for different purposes (eg retail, recreation) more than once during and outside business hours.
- 5.2.3 Public sector agencies should ensure that enough on-site parking is provided, including disabled parking, for their tenants and employees in accordance with the provisions of the Queanbeyan Development Control Plan 2012, without impinging on residents' ability to park their vehicles on-street and in public carparks near their places of residence.
- 5.2.4 Office/business employees who park on-street in residential areas should observe legal signage and relevant NSW Regional Transport and Roads' road rules and be mindful that they do not encroach on residents' driveways, or impinge on residents' visibility as they reverse or manoeuvre their vehicles in driveways.
- 5.2.5 Council will take appropriate action on complaints received in relation to Clause 5.2.4.

5.3 Construction Site and Industrial Area Parking

- 5.3.1 Tradespersons, their staff and/or sub-contractors often require temporary daytime parking and access in close proximity to construction work sites.
- 5.3.2 Temporary parking arrangements and/or work zone permits may be put in place adjacent to construction sites **or industrial premises** to permit access for workers to engage in activities such as unloading materials, pouring concrete and removing waste, without the risk of infringing normal traffic regulations. Permits must be sought through QPRC.
- 5.3.3 Temporary parking arrangements may also be determined through developers providing a traffic plan as part of their development application for significant construction activities such as CBD, multi-unit or infill development, and subsequently approved by QPRC.
- 5.3.4 All temporary parking arrangements implemented by Council and/or through a developer's traffic plan must be clearly articulated through appropriate temporary signage approved by Council, and publicised on Council's website and social media platforms.

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- 5.3.4 For less significant construction works, work zone permits may be issued by QPRC to enable construction vehicles to temporarily occupy public land.
- 5.3.5 Council may also establish temporary loading zones during particular times or days of the week, or for the period of construction.
- 5.3.6 Appropriate notification will be given by the construction agency to affected nearby residents or businesses prior to the introduction of any traffic arrangements in Clauses 5.3.2, 5.3.3 and 5.3.4 above.
- 5.3.7 Short term parking during business hours may be permitted on hard surface or un-landscaped verges or nature strips in industrial areas during business hours.
- 5.3.8 Council will take appropriate action on complaints received in relation to any breach of the temporary traffic arrangements outlined in 5.3.
- 5.3.9 Upon receipt of complaints, Council's Rangers will conduct patrols of areas to check the nature of the issue and apply the Carparking Matrix to determine if a parking infringement notice should be issued, in accordance with the QPRC Parking Enforcement Priority Policy.
- 5.3.10 Council will not take action on complaints made as general comments on social media. Complainants must inform Council of specific breaches of traffic arrangements.
- 5.4 Work Zone Permits
- 5.4.1 Work zones that have been established by Council for a limited period of time, and the vehicles with a permit to use these zones, must not:
- (a) block pedestrian and bicycle access
 - (b) block sight distance for pedestrians or cars
 - (c) park on the root zone of trees
 - (d) park on landscaped areas and nature strips.
- 5.4.2 "As of rights" signs erected in work zones may designate "loading zones" or "no parking" areas.
- 5.4.3 "No Parking" signs mean that vehicles may stop for a maximum of two minutes, and persons may unload materials within three metres of the vehicle.
- 5.5 Parking Signs
- 5.5.1 Permissive parking signs as prescribed in Clause 32 of the *Road Transport (General) Regulation 2013*, and Rule 204 of the NSW Road Rules 2014 must be used when implementing permit parking and pay parking schemes.
- 5.6 Council Operational Vehicles
- 5.6.1 Council staff may stand their badged operational vehicles on verges, paths, nature strips etc (in full or part) to undertake operational activities and repairs.
- 5.7 Parking on Verges and Nature Strips
- 5.7.1 Council recognises that road widths in some localities are narrower than in others, potentially creating hazards for through traffic if vehicles are parked wholly on the road

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5.7.2 In some cases, it may be possible for vehicles to park fully or partially on un-landscaped verges and nature strips for limited periods without causing an impact on sight distance, safety or amenity of the area (refer 1.4). In general terms parking of vehicles should not:

- (a) block pedestrian access or pathways or create a risk for pedestrians
- (b) restrict visibility of road users or pedestrians
- (c) cause damage to or restrict access to key infrastructure such as water, sewer, gas, telecommunications, electrical, drainage
- (d) cause damage to tree and other vegetation assets, or cause erosion

5.8 Parking during Lockdown

5.8.1 While CBD business activity is lower and more residents work from home, rangers may apply some discretion to overstay parking, but continue to issue warnings and infringements for parking in contravention of signage.

6. COMPLIANCE

6.1 Authorised officers (rangers) will use one or more methods to ensure that vehicles are parked safely and appropriately within designated areas. These methods will include, but may not be limited to:

- (a) warnings
- (b) marking
- (c) mobile devices including cameras
- (d) parking infringement notices
- (e) driver and community education

6.2 Parking enforcement measures will be undertaken in accordance with the QPRC Parking Enforcement Priority Policy 2019.

7. REVIEW

7.1 This policy may be reviewed and updated every four years or as necessary if:

- (a) legislation requires it, or
- (b) Council's functions, structure or activities change.

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Schedule 1

S1.1 Examples of “As of Rights” signage



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Schedule 2

To assist community understanding and to guide ranger discretion, the following matrix is applied, where relevant categories/types of infringements are ranked in accord with below, with actions sequenced accordingly:

Key

- 1-3: no action
- 4-6: patrols-education (eg first offence; corrected behaviour after warning; no damage)
- 7-12: patrols/complaint-warning-infringement (eg impeding sight/access, ignore sign)
- 13-15: complaint-investigation-infringement (eg signage/direction; nuisance; damage)
- 16-25: infringement-court action (eg serious, multiple offence)

S e v e r i t y	Catastrophic	5	5	10	15	20	25
	Significant	4	4	8	12	16	20
	Moderate	3	3	6	9	12	15
	Low	2	2	4	6	8	10
	Negligible	1	1	2	3	4	5
			1	2	3	4	5
			Improbable	Remote	Occasional	Probable	Frequent
			Likelihood				

- STOP
- URGENT ACTION
- ACTION
- MONITOR
- NO ACTION