



# **Ordinary Meeting of Council**

**8 November 2023**

**UNDER SEPARATE COVER  
ATTACHMENTS**

**ITEMS 10.1 TO 13.1**

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

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# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 10.1 ROAD ASSET MANAGEMENT CAPABILITY

ATTACHMENT 1 COUNCIL WORKSHOP MARCH 2023 - COUNCIL ROAD  
MAINTENANCE AND CONSTRUCTION CAPABILITY



## **COUNCIL WORKSHOP**

Current State of Council's Road Building, Maintenance and Repair Capability

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[qprc.nsw.gov.au](http://qprc.nsw.gov.au)

29 March 2023

Doc ID: ECM 2272759



## January 2022 Resolution



- The current state of Councils road building, maintenance and repair capability (staffing, budget, portfolio organisation, assets)
- All current road building and maintenance projects with timeframes and budgets
- The current outstanding road projects and maintenance requirements in the forward works program.
- An analysis of the communities road needs and our capability/capacity to service this, as well as any other threats to this capacity.
- How repairs and maintenance are prioritised for unsealed roads for school bus routes.

## January 2022 Resolution

- **The current state of Councils road building, maintenance and repair capability (staffing, budget, portfolio organisation, assets)**



## Assets



	Sealed (km)	Unsealed (km)	Total (km)
<b>Local Road</b>	772	670	1,442
<b>Regional Road</b>	205	46	251
<b>State Road</b>	165	-	165
	1,142	716	1,858

	Quantity	Cond 1	Cond 2	Cond 3	Cond 4	Cond 5
<b>Total Sealed Road</b>	977 Km	84%	12%	3%	1%	0%
<b>Total Unsealed Road</b>	716 Km	52%	1%	47%	0%	0%



## Assets

	Quantity	Cond 1	Cond 2	Cond 3	Cond 4	Cond 5
<b>Path - Pedestrian</b>	240 Km	46%	31%	22%	2%	0%
<b>Path - Shared</b>	37 Km	74%	19%	6%	1%	0%
<b>Vehicular Bridge - Timber</b>	14	8%	0%	56%	36%	0%
<b>Vehicular Bridge - Non-Timber</b>	92	47%	21%	31%	2%	0%
<b>Pedestrian Bridge</b>	5	53%	0%	0%	47%	0%
<b>K&amp;G</b>	576 Km	44%	31%	25%	1%	0%
<b>Carpark</b>	403,000 Sqm	46%	16%	36%	2%	0%



# Asset Condition Rating

Table 5 - Condition Rating Table

Condition Rating	Description of Condition
1	Excellent – As New
2	Good – Minor Defects Only
3	Average – Maintenance Required to Return to Acceptable Level of Service
4	Poor – Consider Renewal
5	Very Poor – Approaching Unserviceable and Requires Replacement

## Road Maintenance Staffing



- Road Building Staff - 22 FTE
- Located in Queanbeyan, Braidwood and Bungendore
- Part of the Transport and Facilities functional area.



## Road Maintenance Equipment

Make	Model	Item	Location
Caterpillar	140M	Grader	Braidwood Depot
Caterpillar	140B	Grader	Bungendore Depot
Caterpillar	CS-68B	Rollers, Smooth Drum Self Propelled	Braidwood Depot
Caterpillar	CS-68B	Rollers, Smooth Drum Self Propelled	Bungendore Depot
Mitsubishi	FV 51 6x4	Water Tank	Braidwood Depot
Mitsubishi	FV 51 6x4	Water Tank	Bungendore Depot



x2



x2



x2



## Road Construction Staffing

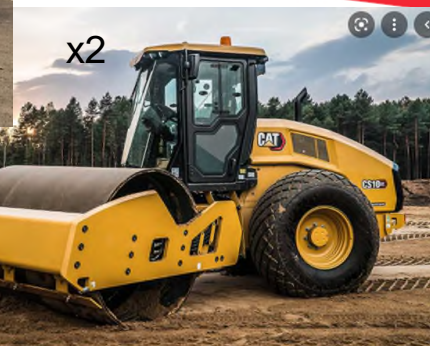


- Road Building Staff - 31 FTE
- Located primarily in Braidwood and Bungendore
- Part of the Transport and Facilities functional area



# Road Making Equipment

Make	Model	Item	Location
Caterpillar	140M	Grader	Braidwood Depot
Caterpillar	140B	Grader	Bungendore Depot
Caterpillar	CS-68B	Rollers, Smooth Drum Self Propelled	Braidwood Depot
Caterpillar	CS-68B	Rollers, Smooth Drum Self Propelled	Bungendore Depot
Mitsubishi	FV 51 6x4	Water Tank	Braidwood Depot
Mitsubishi	FV 51 6x4	Water Tank	Bungendore Depot
Isuzu	NPR 65-190	Tipper	Braidwood Depot
Isuzu	FXZ 1500 6x4	Tipper	Braidwood Depot
Isuzu	FXZ 1500 6x4	Tipper	Bungendore Depot
Isuzu	FXZ 1500 6x4	Tipper	Bungendore Depot



## January 2022 Resolution



- The current state of Councils road building, maintenance and repair capability (staffing, budget, portfolio organisation, assets)
- **All current road building and maintenance projects with timeframes and budgets**

# Quarterly Budget Review



Roads to Recovery Program								
Road to Recovery Budget	1,589	0	-1,589	0	0	0	100%	
R2R 20/21 Oallen Road Segments 70-80 - Stabilisation	0	0	0	0	0	0	100%	
R2R - FLR 20/21 Majors Creek Road - Stabilisation	0	0	0	0	0	0	100%	
R2R 21/22 Arsluen Road -	0	0	9	0	9	9	104%	
R2R 21/22 Bombay Road	0	0	0	0	0	0	100%	
R2R 21/22 Bungendore Road	0	0	0	0	0	0	100%	
R2R 21/22 Burra Road	0	0	0	0	0	0	100%	
R2R 22-23 - Hoskinstown Road	0	0	468	0	468	0	0%	
R2R 22-23 - Little River Road	0	0	650	0	650	0	0%	
R2R 22-23 - Reidsdale Road	0	0	471	0	471	0	0%	
Total of Roads to Recovery Program	1,589	0	9	0	1,598	9	1%	

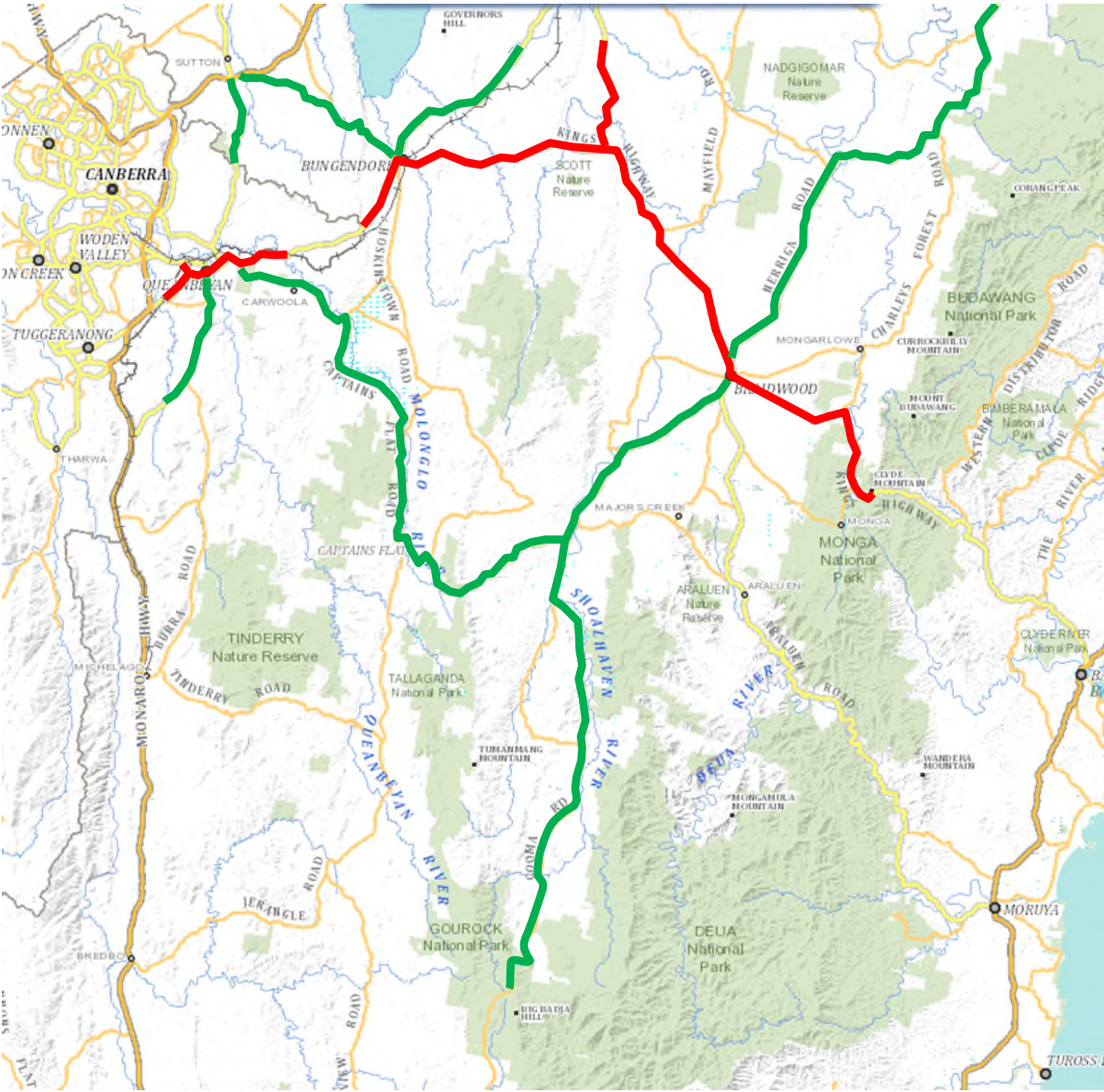
<i>Local Road Stabilisation</i>							
QBN - Edwin Land Parkway - Stabilisation - S94 funded	0	0	0	0	0	208	100%
BWD Arsluen Road Stabilisation near Jembaicumbene bridge	0	0	0	0	0	4	100%
BWD Arsluen Road Stabilisation - Reidsdale to Jembaicumbene	0	0	884	0	884	0	0%
BGD Ellendon Street Stabilisation - King St to Trucking Yard I	0	0	172	0	172	0	0%
CFL - Miners Road pavement - Cooper Creek Rd to Old Mines Rd	0	0	62	0	62	0	0%
BGD - Gibraltar Street - Resurfacing - Molonglo to Ellendon	0	0	400	0	400	0	0%
BWD - Cooma Road Stabilisation - Kains Croos rd to End of Seal	0	0	780	0	780	0	0%
<b>Total of Local Road Stabilisation</b>	<b>0</b>	<b>0</b>	<b>2,298</b>	<b>0</b>	<b>2,298</b>	<b>212</b>	<b>9%</b>



## Long Term Financial Plan

Extended Criteria Defined: None Selected

Description	Renewal %	22/23 Proj Bud Q2	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>Transport &amp; Facilities</b>												
<b>Safer Roads and Blackspot Projects</b>												
AGBS QBN - Southbar Road T Intersection P5346	100%	188,120	0	0	0	0	0	0	0	0	0	0
<b>Local Rds Reseal Program</b>												
Local Roads Renewal	100%	1,264,240	2,210,000	2,263,125	2,317,578	2,373,393	2,430,602	2,489,242	2,549,349	2,610,957	2,674,106	2,738,834
<b>Local Rds Resheeting Program</b>												
Local Road - Resheeting Program	100%	102,648	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b>Roads to Recovery Program</b>												
Road to Recovery Budget	100%	0	1,588,816	1,620,593	1,653,005	1,686,065	1,719,786	1,754,182	0	0	0	0
R2R 21/22 Araluen Road -	100%	8,755	0	0	0	0	0	0	0	0	0	0
R2R 22-23 - Hoskinstown Road	100%	468,000	0	0	0	0	0	0	0	0	0	0
R2R 22-23 - Little River Road	100%	650,000	0	0	0	0	0	0	0	0	0	0
R2R 22-23 - Reidsdale Road	100%	470,817	0	0	0	0	0	0	0	0	0	0
<b>GSFAC Gov Support Fire affected councils</b>												
QPR - BCRRF Steam 2 Solar&Essential Battery Backup RFS Hero	100%	46,761	0	0	0	0	0	0	0	0	0	0
<b>\$70m Monaro Package</b>												
MR92 Section 3 - Construct & Seal - Ningeenimble Project	20%	3,092,150	0	0	0	0	0	0	0	0	0	0
MR92 Section 18 - Construct Intersection with MRS1	10%	296,848	0	0	0	0	0	0	0	0	0	0
<b>TNSV Road &amp; Bridge Renewal Programs</b>												
BWD - Wallaces Gap Rd - Back Creek Bridge Replacement - FCB	100%	506,368	0	0	0	0	0	0	0	0	0	0
River Forest Rd-Mongarlowe River Bridge Replacement FCB	100%	362,245	0	0	0	0	0	0	0	0	0	0
<b>RFS Infrastructure Projects</b>												
BGD - Mulloon RFS Station - Design and Construction	0%	712,400	0	0	0	0	0	0	0	0	0	0
<b>LRCI Funded Projects</b>												
BGD - Hoskinstown road - LRCI- Phase 2	100%	638,545	0	0	0	0	0	0	0	0	0	0
Bridge over Halfway Creek - LRCI Phase 2	100%	307,183	0	0	0	0	0	0	0	0	0	0
NER - Bindi Brook Causeway - LRCI - Phase 2	100%	511,203	0	0	0	0	0	0	0	0	0	0
QBN - Williamsdale Rd Extend Seal - LRCI- Phase 2	100%	2,253,164	899,976	0	0	0	0	0	0	0	0	0
LRCI P3 - BGD Halfway Creek Road	80%	850,000	0	0	0	0	0	0	0	0	0	0



- State Roads
- Regional Roads

## Budget – Local Roads Maintenance



- Local Road Renewal – Reseals - \$2,044,000
- Local Roads Gravel Resheeting - \$ 320,000
- Local Roads Rehabilitation - \$1,591,000
- Local Road Stabilisation
  - BWD Araluen Road Stabilisation - Reidsdale to Jembaicumbene - \$884,000
  - BGD Ellendon Street Stabilisation – (King St to Trucking Yard) - \$172,000
  - CFL - Miners Road pavement – (Cooper Creek Rd to Old Mines Rd) - \$ 62,000
  - BGD - Gibraltar Street - Resurfacing – (Molonglo to Ellendon) - \$400,000

Due to be completed by 30 June 2023.



## Budget – Local Roads Construction

- Roads to Recovery
  - Hoskinstown Road stabilise - \$468,000 – by June 2023
  - Little River Road stabilise - \$650,000 - Completed
  - Reidsdale Road stabilise - \$471,000 – by June 2023
- LRCI
  - Williamsdale Road extend seal - \$2,253,000 - Completed
  - Halfway Creek Road - \$850,000 – by June 2023
  - Bindibrook Causeway - \$511,000 – by December 2023
  - Halfway Creek Bridge - \$307,000 – by December 2023
  - Hoskinstown Road extend seal – \$639,000 - Completed
  - Lascelles Street reconstruction - \$1,700,000 ( includes SCF grant) – by June 2023

## Budget - Bridges



• Mayfield Road – Reedy Creek Bridge Replacement	- \$ 369,000
• Honeysuckle Creek Bridge Replacement Majors Creek	- \$ 150,000
• FCB Round 2A - Jembaicumbene Bridge 1 Replacement	- \$ 1,430,000
• FCB Round 2A - Jembaicumbene Bridge 2 Replacement	- \$ 2,260,000
• FCB Round 2A - Jembaicumbene Bridge 3 Replacement	- \$ 946,000
• FCB Round 2B-Jerrabattgulla Creek Bridge (Hereford Hall Rd)	- \$ 864,000
• FCB Round 2B-Tantulean Creek Bridge (Little River Road)	- \$ 1,397,000
• FCB Round 2B-Bedding Ground Creek Bridge (Reidsdale Road)	- \$ 1,111,000
• FCB Round 2B- Jerrabattgulla Creek Bridge(Jerrabattgulla Rd)	- \$ 1,898,000
• Total	- \$10,425,000



## Regional Roads



- Block Grant (Maintenance) - \$ 1,753,000
- CFL - Captains Flat Road Reconstruction - \$10,000,000
- BWD - MR270 Cooma Road RRRP 19/20 - \$ 832,000
- BWD - Cooma Road Stabilisation (Block Grant) - \$ 780,000
- Nerriga Road Reconstruction (\$70m Grant) - \$ 1,800,000



## State Roads – MR 51 - \$8,943,000

• 51	HTA patching AC	\$ 148,478.62	Work Order received
• 51	ATLM reseal	\$ 16,870.54	Work Order received
• 51	Reseal 7mm S35E	\$ 79,912.99	Work Order received
• 51	Reseal 7mm S35E	\$ 54,908.38	Work Order received
• 51	Reseal 7mm S35E	\$ 64,645.41	Work Order received
• 51	Reseal 14/7mm S35E	\$ 72,083.61	Work Order received
• 51	Reseal 14/7mm S35E	\$ 106,729.92	Work Order received
• 51	Design activities	\$ 19,098.99	Work Order received
• 51	Heavy Patching 150mm AC	\$ 54,726.62	Work Order received
• 51	Heavy Patching reseals 22/23 AC	\$ 23,059.22	Work Order received
• 51	Heavy Patching - speed reduction	\$ 125,776.61	Work Order received
• 51	Heavy Patching reseals 22/23 (14/7 mm S35E)	\$ 300,218.26	Work Order received
• 51	Heavy Patching - speed reduction	\$ 88,178.82	Work Order received
• 51	Heavy Patching - safety	\$ 359,001.85	Work Order received
• 51	Heavy Patching reseals 22/23 (7mm S35E)	\$ 133,845.39	Work Order received
• 51	Heavy patching safety	\$ 180,620.86	Work Order received
• 51	Heavy patching safety	\$ 399,254.47	Work proposal completed and submitted
• 51	Design services (redesign)	\$ 17,595.54	Work Order received
• 51	Heavy Patching reseals 22/23 (7mm S35E)	\$ 196,775.21	Work Order received
• 51	Overtaking Lane Construction (KHSU)	\$2,450,000.00	Works Order in Draft
• 51	Pavement rehabilitation 150mm AC	\$ 220,000.00	
• 51	Pavement rehabilitation 150mm AC		Proposed project pending budget
• 51	Shoulder widening ET	\$3,441,625.00	Safety/Stimulus Project (\$2M)
• 51	Kings Hyw & Ellerton Drive Roundabout modifications	\$ 150,000.00	



## State Roads – MR 79 - \$7,195,000



• 79	HTA patching AC	\$ 126,080.74	Work Order received
• 79	Replace guardrail	\$ 25,247.56	Work proposal completed and submitted
• 79	Reseal 14mm S35E	\$ 37,033.31	Work Order received
• 79	Reseal 7mm S35E	\$ 112,011.55	Work Order received
• 79	Survey & Design	\$ 55,800.76	Work Order received
• 79	Design services (redesign)	\$ 9,965.32	Work Order received
• 79	Heavy Patching (Safety)	\$ 451,656.90	Work order received,
• 79	Heavy Patching reseals 22/23 (10mm S35E)	\$ 134,110.23	Work Order received, Works commenced
• 79	Heavy Patching, safety	\$ 290,357.91	Work Order received
• 79	Heavy Patching reseals 22/23 (14mm S35E)	\$ 68,811.57	Work Order received
• 79	Heavy Patching, safety	\$ 133,841.67	Work proposal completed and submitted
• 79	200mm Overlay (Heavy Patching)	\$ 238,970.09	Work proposal completed and submitted
• 79	Heavy Patching	\$ 277,186.00	Work Order received
• 79	Pavement rehabilitation 200mm DGB20	\$1,882,456.10	Work Order received
• 79	Painters Lane Signs (Narrow Road)	\$ 2,000.00	Work proposal
• 79	Pavement rehabilitation 200mm DGB20	\$3,350,000.00	Work Order in Draft (\$2.4M)

State Roads Maintenance (annually) - \$1,080,000

## January 2022 Resolution



- The current state of Councils road building, maintenance and repair capability (staffing, budget, portfolio organisation, assets)
- All current road building and maintenance projects with timeframes and budgets
- **The current outstanding road projects and maintenance requirements in the forward works program.**

# Forward Works Program



- Maintenance
  - Resealing – Annual allocation
  - Resheeting – Annual Allocation
  - Rehabilitation – Annual Allocation
- Construction
  - Tarago Road
  - DRFA Work
  - Nerriga Road missing link
  - State Roads work

Roads	2022/23	2023/24	2024/25	2025/26
<b>Safer Roads and Blackspot Projects</b>				
Blackspot-Crawford,Antill & Erin Intersection Safety Up	\$554,327	0	0	0
<b>Local Rds Reseal Program</b>				
Local Roads Renewal	\$2,044,240	2,382,346	2,578,729	2,902,422
<b>Local Rds Resheeting Program</b>				
Local Road - Resheeting Program	320,000	326,600	333,340	340,222
<b>Roads to Recovery Program</b>				
Road to Recovery Budget	1,588,816	1,793,816	1,830,718	1,868,383
<b>LRCI Funded Projects</b>				
Lascelles Street Braidwood Upgrade	1,144,749	0	0	0
<b>Local Road Rehabilitation</b>				
Rehab Tarago Road Between Mt Fairy and Goulburn	1,040,000	0	0	0
Local Roads Rehabilitation	1,591,226	1,630,429	1,670,602	1,711,768
<b>Other Road Works</b>				
Dunns Creek Road -Design and Land acquisition	0	13,725,920	9,283,581	0
<b>Regional Roads</b>				
MR270 - Captains Flat Rd - Capital	126,519	126,682	126,849	127,020
Cooma Rd/Krawaree Rd - Capital	278,720	279,420	280,138	280,873
Captains Flat Road Reconstruction	3,000,000	0	0	0



## Forward Works Program

Extended Criteria Defined: None Selected												
Description	Renewal %	22/23 Proj Bud Q2	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
<b>Transport &amp; Facilities</b>												
<b>Safer Roads and Blackspot Projects</b>												
AGBS QBN - Southbar Road T Intersection P5346	100%	188,120	0	0	0	0	0	0	0	0	0	0
<b>Local Rds Reseal Program</b>												
Local Roads Renewal	100%	1,264,240	2,210,000	2,263,125	2,317,578	2,373,393	2,430,602	2,489,242	2,549,349	2,610,957	2,674,106	2,738,834
<b>Local Rds Resheeting Program</b>												
Local Road - Resheeting Program	100%	102,648	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000
<b>Roads to Recovery Program</b>												
Road to Recovery Budget	100%	0	1,588,816	1,620,593	1,653,005	1,686,065	1,719,786	1,754,182	0	0	0	0
R2R 21/22 Araluen Road -	100%	8,755	0	0	0	0	0	0	0	0	0	0
R2R 22-23 - Hoskinstown Road	100%	468,000	0	0	0	0	0	0	0	0	0	0
R2R 22-23 - Little River Road	100%	650,000	0	0	0	0	0	0	0	0	0	0
R2R 22-23 - Reidsdale Road	100%	470,817	0	0	0	0	0	0	0	0	0	0
<b>GSFAC Gov Support Fire affected councils</b>												
QPR - BCRRF Steam 2 Solar&Essential Battery Backup RFS Hero	100%	46,761	0	0	0	0	0	0	0	0	0	0
<b>\$70m Monaro Package</b>												
MR92 Section 3 - Construct & Seal - Ningeenimble Project	20%	3,092,150	0	0	0	0	0	0	0	0	0	0
MR92 Section 18 - Construct Intersection with MRS1	10%	296,848	0	0	0	0	0	0	0	0	0	0
<b>TNSV Road &amp; Bridge Renewal Programs</b>												
BWD - Wallaces Gap Rd - Back Creek Bridge Replacement - FCB	100%	506,368	0	0	0	0	0	0	0	0	0	0
River Forest Rd-Mongarlowe River Bridge Replacement FCB	100%	362,245	0	0	0	0	0	0	0	0	0	0
<b>RFS Infrastructure Projects</b>												
BGD - Mulloon RFS Station - Design and Construction	0%	712,400	0	0	0	0	0	0	0	0	0	0
<b>LRCI Funded Projects</b>												
BGD - Hoskinstown road - LRCI- Phase 2	100%	638,545	0	0	0	0	0	0	0	0	0	0
Bridge over Halfway Creek - LRCI Phase 2	100%	307,183	0	0	0	0	0	0	0	0	0	0
NER - Bindi Brook Causeway - LRCI - Phase 2	100%	511,203	0	0	0	0	0	0	0	0	0	0
QBN - Williamsdale Rd Extend Seal - LRCI- Phase 2	100%	2,253,164	899,976	0	0	0	0	0	0	0	0	0
LRCI P3 - BGD Halfway Creek Road	80%	850,000	0	0	0	0	0	0	0	0	0	0



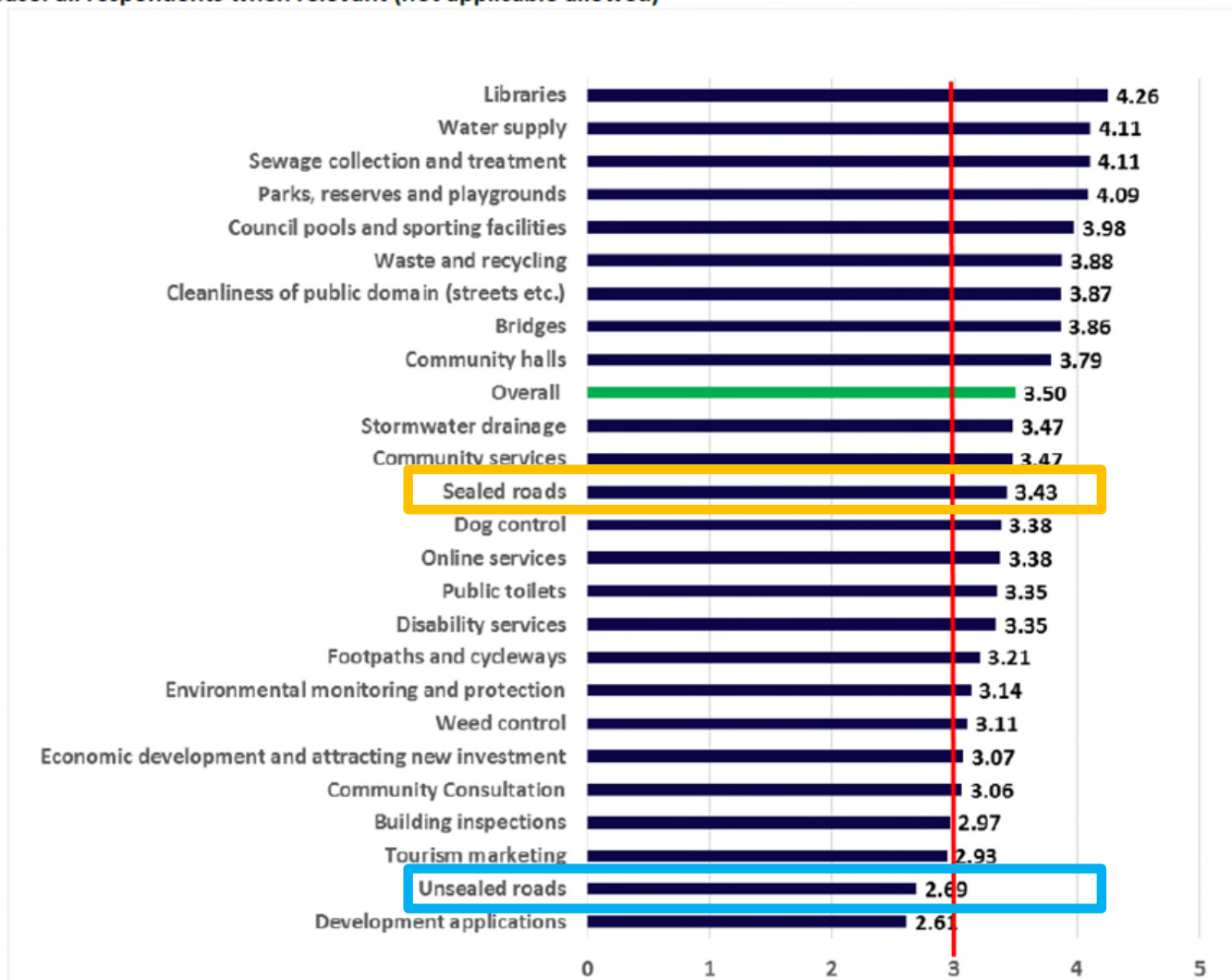
## January 2022 Resolution



- The current state of Councils road building, maintenance and repair capability (staffing, budget, portfolio organisation, assets)
- All current road building and maintenance projects with timeframes and budgets
- The current outstanding road projects and maintenance requirements in the forward works program.
- **An analysis of the communities road needs and our capability/capacity to service this, as well as any other threats to this capacity.**

Graph 1.1: Satisfaction ratings

Base: all respondents when relevant (not applicable allowed)



## Customer Satisfaction and Wellbeing Survey 2020

Table 1.1: Satisfaction ratings, 2018 vs. 2020

Base: all respondents when relevant (not applicable allowed)

<i>Council services/facilities</i>	<i>Overall satisfaction mean 2018</i>	<i>Overall satisfaction mean 2020</i>	<i>% difference</i>
Tourism marketing	2.87	2.93	2%
Parks, reserves and playgrounds	4.04	4.09	1%
Cleanliness of public domain (streets etc.)	3.84	3.87	1%
Libraries	4.22	4.26	1%
Economic development and attracting new investment	3.05	3.07	1%
Council pools and sporting facilities	3.96	3.98	0%
Disability access	3.34	3.35	0%
Community halls	3.80	3.79	0%
Community Consultation	na	3.06	na
Public toilets	3.37	3.35	-1%
Bridges	3.90	3.86	-1%
Sealed roads	3.47	3.43	-1%
Dog control	3.43	3.38	-2%
Community services	3.55	3.47	-2%
Water supply	4.20	4.11	-2%
Waste and recycling	3.98	3.88	-3%
Sewage collection and treatment	4.25	4.11	-4%
Footpaths and cycleways	3.33	3.21	-4%
Environmental monitoring and protection	3.30	3.14	-5%
Development applications ( DA's)	2.75	2.61	-5%
Unsealed roads	2.84	2.69	-5%
Online services	3.57	3.38	-6%
Building inspections	3.15	2.97	-6%
Stormwater drainage	3.69	3.47	-6%
Weed control	3.36	3.11	-8%



## Satisfaction Rating 2018 vs 2020



Maintenance Grading



Gravel Resheeting



## Maintenance Grading



**\$3,500 per day**

1	AADT > 440 vpd	0	12	0
2	340 vpd < AADT < 460 vpd	0	6	0
3	240 vpd < AADT < 360 vpd	21	4	84
4	180 vpd < AADT < 260 vpd	36	3	108
5	80 vpd < AADT < 200 vpd	76	2	152
6	50 vpd < AADT < 100 vpd	79	1	79
7	20 vpd < AADT < 60 vpd	91	0.66	60.06
8	19 vpd < AADT < 40 vpd	58	0.5	29
9	AADT < 20	146	0.33	48.18
10	Not maintained	0	0	0
<b>Total</b>		<b>507</b>		<b>560.24</b>

**Current Budget  
\$1,015,000 per year**

**Double the amount of  
Maintenance Grading.  
Annual Budget Increased to  
\$2,000,000**

## Gravel Resheeting



**\$25,000 per day**

**20km Resheeted Each Year**

**Resheet Cycle  
1 in 37 years**

**Current Resheeting  
budget \$500,000 per year**

**Annual Budget increased to  
\$2,000,000**



## January 2022 Resolution

- The current state of Councils road building, maintenance and repair capability (staffing, budget, portfolio organisation, assets)
- All current road building and maintenance projects with timeframes and budgets
- The current outstanding road projects and maintenance requirements in the forward works program.
- An analysis of the communities road needs and our capability/capacity to service this, as well as any other threats to this capacity.
- **How repairs and maintenance are prioritised for unsealed roads for school bus routes.**



# Transport Asset Management Plan



Table 1 - Community Service Levels

Service Attribute	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTFP
<b>Sealed Roads</b>				
Quality	Provide smooth and safe travel	Road surfaces resealed on average every <15 years	Current reseat program meets requirements	Reseat and reconstruction program optimised based on condition
Function	Meets user requirements for: <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Traffic Control (safety)</li> <li>• Lighting</li> </ul>	Customer satisfaction survey	Survey Result 3.8/5	Survey Result > 4/5
Capacity/ Utilisation	Capacity is appropriate to service hierarchy	Roads free from speed reductions based on condition, safety or alignment limitations and do not cause undue delays	Data not available	All sealed roads meet hierarchy requirements
<b>Unsealed Roads</b>				
Quality	Provide smooth and safe travel	Maintenance grading undertaken in accordance with QPRC Policy	750 km road grades annually	All road regarding maintenance undertaken within 1 month of schedule
Function	Meets user requirements for: <ul style="list-style-type: none"> <li>• Accessibility</li> <li>• Traffic Control (safety)</li> </ul>	Customer satisfaction survey	Survey Result 2.8/5	Survey Result > 4/5
Capacity/ Utilisation	Capacity is appropriate to service hierarchy	Roads free from speed reductions based on condition, safety or alignment limitations and	Data not available	All sealed roads meet hierarchy requirements

# Unsealed Road Maintenance Policy



Category	Grading Frequency	Criteria
1	Once every month	AADT > 440 vpd
2	Once every 2 months	340 vpd < AADT < 460vpd
3	Once every 3 months	240 vpd < AADT < 360vpd
4	Once every 4 months	180 vpd < AADT < 260vpd
5	Once every 6 months	80 vpd < AADT < 200 vpd
6	Once every 12 months	50 vpd < AADT < 100 vpd
7	Once every 18 months	20 vpd < AADT < 60 vpd
8	Once every 2 years	19 vpd < AADT < 40 vpd
9	Once every 3 years	AADT < 20 vpd
10	Not maintained	Public or Crown Roads not maintained by Council at 1 April 2018 including rights of way and roads less than 4 metres wide and/or servicing only 1 dwelling.

1	AADT > 440 vpd	0	12	0
2	340 vpd < AADT < 460 vpd	0	6	0
3	240 vpd < AADT < 360 vpd	21	4	84
4	180 vpd < AADT < 260 vpd	36	3	108
5	80 vpd < AADT < 200 vpd	76	2	152
6	50 vpd < AADT < 100 vpd	79	1	79
7	20 vpd < AADT < 60 vpd	91	0.66	60.06
8	19 vpd < AADT < 40 vpd	58	0.5	29
9	AADT < 20	146	0.33	48.18
10	Not maintained	0	0	0
<b>Total</b>		<b>507</b>		<b>560.24</b>



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 10.1 ROAD ASSET MANAGEMENT CAPABILITY

ATTACHMENT 2 TRANSPORT SERVICE STATEMENT

## Service Statements

### Transport

Programs in this Service Statement:

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



Photo 20: Uriarra Road and Ross Road intersection

#### WHAT IS THE SERVICE?

Council owns and manages:

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

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

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

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

#### FUNDING SOURCES

	2023/24 Operating Plan \$	%
<b>Operating Income</b>		
Operating Grants & Contributions	6,555,803	22%
Fees & Other Income	48,591	0%
Rates & General Revenue	23,461,494	78%
<b>Total Operating Income</b>	<b>30,065,889</b>	
<b>Total Operating Cost</b>	<b>35,441,943</b>	
<b>Operating Surplus / Deficit</b>	<b>(5,376,054)</b>	
<b>Employees</b>	<b>84.6</b>	

#### Why is it funded this way?

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

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

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

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

## Service Statements

### LEVEL OF SERVICE

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

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 10.1 ROAD ASSET MANAGEMENT CAPABILITY

ATTACHMENT 3 REPORT ON INFRASTRUCTURE ASSETS - ANNUAL  
FINANCIAL STATEMENTS

Queanbeyan-Palerang Regional Council | Report on infrastructure assets as at 30 June 2023 | for the year ended 30 June 2023

## Queanbeyan-Palerang Regional Council

### Report on infrastructure assets as at 30 June 2023

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2022/23 Required maintenance <sup>a</sup>	2022/23 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Buildings	Buildings	2,039	9,133	2,740	1,021	108,141	166,544	23.7%	43.6%	27.2%	4.8%	0.7%
	<b>Sub-total</b>	<b>2,039</b>	<b>9,133</b>	<b>2,740</b>	<b>1,021</b>	<b>108,141</b>	<b>166,544</b>	<b>23.7%</b>	<b>43.6%</b>	<b>27.2%</b>	<b>4.8%</b>	<b>0.7%</b>
Roads	Roads	925	3,538	3,972	9,926	361,291	461,801	76.9%	13.1%	9.3%	0.6%	0.1%
	Bridges	1,177	6,724	478	1,516	92,088	139,279	45.9%	18.2%	31.1%	4.8%	0.0%
	Footpaths	120	680	398	860	44,604	56,062	57.2%	25.0%	16.5%	1.2%	0.1%
	Other road assets (includes bulk earthworks)	151	718	1,229	—	679,478	714,245	92.8%	3.5%	3.6%	0.1%	0.0%
	<b>Sub-total</b>	<b>2,373</b>	<b>11,660</b>	<b>6,077</b>	<b>12,302</b>	<b>1,177,460</b>	<b>1,371,387</b>	<b>81.2%</b>	<b>9.1%</b>	<b>8.8%</b>	<b>0.8%</b>	<b>0.1%</b>
Water supply network	Water supply network	2,189	11,656	3,820	4,743	170,613	291,446	21.0%	35.8%	39.2%	3.9%	0.1%
	<b>Sub-total</b>	<b>2,189</b>	<b>11,656</b>	<b>3,820</b>	<b>4,743</b>	<b>170,613</b>	<b>291,446</b>	<b>21.0%</b>	<b>35.8%</b>	<b>39.2%</b>	<b>3.9%</b>	<b>0.1%</b>
Sewerage network	Sewerage network	7,912	16,701	4,208	3,034	205,820	338,279	26.7%	37.2%	31.1%	1.2%	3.8%
	<b>Sub-total</b>	<b>7,912</b>	<b>16,701</b>	<b>4,208</b>	<b>3,034</b>	<b>205,820</b>	<b>338,279</b>	<b>26.7%</b>	<b>37.2%</b>	<b>31.1%</b>	<b>1.2%</b>	<b>3.8%</b>
Stormwater drainage	Stormwater drainage	8,610	14,974	1,642	705	165,480	253,575	61.4%	23.6%	9.1%	0.0%	5.9%
	<b>Sub-total</b>	<b>8,610</b>	<b>14,974</b>	<b>1,642</b>	<b>705</b>	<b>165,479</b>	<b>253,575</b>	<b>61.4%</b>	<b>23.6%</b>	<b>9.1%</b>	<b>0.0%</b>	<b>5.9%</b>
Open space / recreational assets	Swimming pools	241	1,376	302	—	6,518	9,241	26.2%	0.2%	58.7%	14.9%	0.0%
	Park Structures	180	923	1,741	2,470	28,844	39,911	53.5%	20.6%	23.6%	2.2%	0.1%
	<b>Sub-total</b>	<b>421</b>	<b>2,299</b>	<b>2,043</b>	<b>2,470</b>	<b>35,362</b>	<b>49,152</b>	<b>48.4%</b>	<b>16.8%</b>	<b>30.2%</b>	<b>4.6%</b>	<b>0.0%</b>
<b>Total – all assets</b>		<b>23,544</b>	<b>66,423</b>	<b>20,530</b>	<b>24,275</b>	<b>1,862,875</b>	<b>2,470,383</b>	<b>60.1%</b>	<b>20.1%</b>	<b>17.2%</b>	<b>1.5%</b>	<b>1.1%</b>

(a) Required maintenance is the amount identified in Council's asset management plans.

#### Infrastructure asset condition assessment 'key'

#	Condition	Integrated planning and reporting (IP&R) description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Queanbeyan-Palerang Regional Council | Infrastructure asset performance indicators (consolidated) | for the year ended 30 June 2023

## Queanbeyan-Palerang Regional Council

### Infrastructure asset performance indicators (consolidated)

as at 30 June 2023

#### Infrastructure asset performance indicators (consolidated) \*

\$ '000	Amounts 2023	Indicator 2023	2022	Indicators 2021	2020	Benchmark
<b>Buildings and infrastructure renewals ratio</b>						
Asset renewals <sup>1</sup>	<b>32,901</b>					
Depreciation, amortisation and impairment	<b>33,084</b>	<b>99.45%</b>	123.69%	127.75%	61.42%	> 100.00%
<b>Infrastructure backlog ratio</b>						
Estimated cost to bring assets to a satisfactory standard	<b>23,544</b>					
Net carrying amount of infrastructure assets	<b>2,011,146</b>	<b>1.17%</b>	0.84%	1.24%	1.20%	< 2.00%
<b>Asset maintenance ratio</b>						
Actual asset maintenance	<b>24,275</b>					
Required asset maintenance	<b>20,530</b>	<b>118.24%</b>	123.74%	122.39%	109.66%	> 100.00%
<b>Cost to bring assets to agreed service level</b>						
Estimated cost to bring assets to an agreed service level set by Council	<b>66,423</b>	<b>2.69%</b>	2.33%	3.06%	3.23%	
Gross replacement cost	<b>2,470,383</b>					

(\*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.



Queanbeyan-Palerang Regional Council | Infrastructure asset performance indicators (by fund) | for the year ended 30 June 2023

## Queanbeyan-Palerang Regional Council

### Infrastructure asset performance indicators (by fund)

as at 30 June 2023

#### Infrastructure asset performance indicators (by fund)

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2023	2022	2023	2022	2023	2022	
Buildings and infrastructure renewals ratio							
Asset renewals <sup>1</sup>							
Depreciation, amortisation and impairment	138.72%	174.37%	20.05%	10.72%	9.32%	13.05%	> 100.00%
Infrastructure backlog ratio							
Estimated cost to bring assets to a satisfactory standard							
Net carrying amount of infrastructure assets	0.82%	0.81%	1.28%	0.40%	3.84%	1.38%	< 2.00%
Asset maintenance ratio							
Actual asset maintenance							
Required asset maintenance	131.96%	124.60%	124.16%	105.79%	72.10%	134.08%	> 100.00%
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council							
Gross replacement cost	2.07%	2.12%	4.00%	1.33%	4.94%	4.34%	

(1) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 10.1 ROAD ASSET MANAGEMENT CAPABILITY

ATTACHMENT 4 UNSEALED ROAD GRADING POLICY



# Unsealed Road Grading Policy

Date policy was adopted:	26 October 2022
Resolution number:	368/22
Next Policy review date:	September 2024
Reference number:	52.5.4
Strategic Pillar	Community Connections
Responsible Branch	Transport & Facilities

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## Unsealed Road Grading Policy

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### 1 OUTCOMES

- 1.1 To establish a level of service for the maintenance grading of unsealed roads.

### 2 POLICY

- 2.1 Council maintains a significant length of unsealed roads and commits a large quantity of both financial and operational resources to this task. This Policy establishes the minimum grading frequency for roads based on the amount of traffic that travels the road each day.
- 2.2 Council will only consider accepting the maintenance responsibility for an unsealed road that it does not presently maintain if that road has been constructed to Councils' minimum construction standard as detailed below.
- 2.3 Right of Carriageways are not maintained by Council.

### 3 SCOPE OF THE POLICY

- 3.1 All unsealed roads that are maintained by Council.

### 4 DEFINITIONS

- 4.1 **Council maintained road** – A Public Road or nominated Crown Road that was maintained by Council prior to 1 April 2018 or such other road that has since been constructed to Councils' minimum construction standard and gifted to Council or otherwise resolved by Council to maintain.
- 4.2 **AADT** – Average Annual Daily Traffic
- 4.3 **Minimum Construction Standard** – Before Council considers taking responsibility for the maintenance of any unsealed road not presently maintained by Council, the road must serve more than 1 dwelling and shall be constructed to the following standard:
- Minimum gravel pavement width of 6.0 metres.
  - Minimum gravel pavement depth of 125 mm.
  - Detailed survey plan showing the road fully contained within a public road reserve or a Crown road reserve.
  - Longitudinal drainage a minimum of 1.0 metre outside the road pavement as open "v" shaped drains and shall include adequate mitre drains designed to drain water away from the road pavement to natural drainage/water courses.
  - Longitudinal drainage with a long section slope of 5% or greater is to be lined with rock or concrete.
  - Transverse drainage to be designed to accommodate a 1 in 20 storm event at all locations where storm water crosses the new road. All drainage structures are to be constructed from concrete and include concrete headwalls.
  - Sufficient warning signs and guideposts to meet the relevant Australian standard.

### 5 LEGISLATIVE OBLIGATIONS AND/OR RELEVANT STANDARDS

- 5.1 *Roads Act 1993 - Section 71.*
- 5.2 Councils Asset Management Policy and Standards.

### 6 CONTENT

- 6.1

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Unsealed Road Grading Policy

Category	Grading Frequency	Criteria
1	Once every month	AADT > 440 vpd
2	Once every 2 months	340 vpd < AADT < 460vpd
3	Once every 3 months	240 vpd < AADT < 360vpd
4	Once every 4 months	180 vpd < AADT < 260vpd
5	Once every 6 months	80 vpd < AADT < 200 vpd
6	Once every 12 months	50 vpd < AADT < 100 vpd
7	Once every 18 months	20 vpd < AADT < 60 vpd
8	Once every 2 years	19 vpd < AADT < 40 vpd
9	Once every 3 years	AADT < 20 vpd
10	Not maintained	Public or Crown Roads not maintained by Council at 1 April 2018 including rights of way and roads less than 4 metres wide and/or servicing only 1 dwelling.

## 7 REVIEW

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

# QUEANBEYAN-PALERANG REGIONAL COUNCIL

## Council Meeting Attachment

8 NOVEMBER 2023

ITEM 10.1 ROAD ASSET MANAGEMENT CAPABILITY

ATTACHMENT 5 UNEXPENDED ROADS WORKS BUDGETS CARRIED  
FORWARD TO 2023-24



**10.1 Road Asset Management Capability**  
**Attachment 5 - Unexpended Roads Works Budgets carried forward to 2023-24 (Continued)**

**QUARTERLY BUDGET REVIEW STATEMENT**

for the quarter ended 30th June 2023

Unexpended Capital Works Budgets	Original Budget 2023 \$'000	Approved Changes				Actual 30-Jun 2023 \$'000	Carry Forward Recommendation \$'000	Comments
	Revotes \$'000	Sept \$'000	Dec QBR \$'000	Mar QBR \$'000				
<b>Roads</b>								
<b>Safer Roads and Blackspot Projects</b>								
Blackspot-Crawford,Antill & Erin Intersection Safety Up	554	36	316	-	-	790	116	Minor works required to finalise project completion
<b>LRCI Funded Projects</b>								
Queanbeyan - Williamsdale Rd Extend Seal	-	2,253	-	-	-	660	1,593	Review of Environmental factors nearing completion. Work will commence following approvals.
Bungendore Halfway Creek Road	-	-	850	-	-	-	850	Remaining Budget required in 23-24 to complete the project
<b>Local Road Stabilisation</b>								
Bungendore Ellendon St - King St to Trucking Yard Ln	-	-	172	-	-	-	172	Project scheduled for completion by end of 2023
Miners Road pavement - Cooper Creek Rd to Old Mines Rd	-	-	62	-	-	-	62	Project timing will align with Captains Flat Rd work for completion by end of 2023
<b>Bridges</b>								
<b>TNSW Road &amp; Bridge Renewal Programs</b>								
Wallaces Gap Rd - Back Creek Bridge Replacement	-	506	-	-	-	120	386	Land acquisitions are currently underway
Jembaicumbene Bridge 1 Replacement	-	-	1,430	-	(1,380)	19	31	Project design and approvals are underway
Jembaicumbene Bridge 2 Replacement	-	-	2,260	-	(2,210)	30	20	Project design and approvals are underway
Jembaicumbene Bridge 3 Replacement	-	-	946	-	(896)	19	31	Project design and approvals are underway
Jerrabattgulla Creek Bridge (Hereford Hall Rd)	-	-	-	864	(814)	-	50	Project design and approvals are underway
Tantulean Creek Bridge (Little River Road)	-	-	-	1,397	(1,347)	13	37	Project design and approvals are underway
Bedding Ground Creek Bridge (Reidsdale Road)	-	-	-	1,111	(1,061)	1	49	Project design and approvals are underway
Jerrabattgulla Creek Bridge (Jerrabattgulla Rd)	-	-	-	1,898	(1,848)	-	50	Project design and approvals are underway
<b>LRCI Funded Projects</b>								
Bridge over Halfway Creek	-	307	-	-	-	90	217	Remaining Budget required in 23-24 to complete the project
Bindi Brook Causeway	-	511	-	-	-	58	453	Design is being finalised. Will proceed to tender to construct the crossing
<b>Bridges and Culverts</b>								
Mayfield Road – Reedy Creek Bridge Replacement	-	369	-	-	321	626	64	Remaining Budget required in 23-24 to complete the project
Honeysuckle Creek Bridge Replacement Majors Creek	-	-	150	-	-	46	104	Project approvals underway along with design and Environmental Impact Statement
<b>Traffic/Safety</b>								
<b>Safer Roads and Blackspot Projects</b>								
Southbar Road T Intersection	-	-	188	-	-	22	166	Contractor engaged and work is due to commence once approvals have been achieved by the contractor
<b>Bus Stops</b>								
Bus Shelter Installation	-	44	85	-	-	1	128	Remaining Budget required in 23-24 to complete the project
<b>Cycle, Pedestrian and Mobility</b>								
Shared Path Duncan St to Wallace St and Monkitee St	-	125	-	-	-	-	125	Currently under construction. Budget carry over required to complete project
Elrington Street Footpath(Wilson St to Keder St)	-	-	-	118	-	111	7	Minor work remaining to complete project
Lascelles St Footpath(Wallace St to Monkitee St)	-	-	-	140	-	127	13	Minor work remaining to complete project
<b>Stronger Country Communities Fund</b>								
Shared path Wallace St Braidwood (Coronation Ave)	-	-	-	208	-	8	200	Currently under construction
							<b>4,924</b>	

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 10.2      RESPONSES TO COUNCILLOR QUESTIONS - MANAGEMENT  
   OF CATS

ATTACHMENT 1    CAT SEIZURE VALIDATION FORM

Queanbeyan Palerang Regional Council  
Animal Management Facility  
**Cat Seizure Validation**

This form is to determine whether the cat was seized lawfully under the Companion Animals Act 1998, by a person who is not an authorised officer, the owner or an agent for the owner.

1. Do you know the owner and/or address of where the cat comes from:

Yes: \_\_\_\_\_ No

If yes, please provide details:

\_\_\_\_\_

2. Under section 30 of the Act, cats can be seized from prohibited places;
- A food preparation/consumption area (except if the place is a public thoroughfare, such as a pathway)
  - A designated Wildlife protection area.

Was the cat seized from one of the above locations:      Yes      No

If yes, please provide location: \_\_\_\_\_

3. Under section 32 of the Act, cats can be seized to protect any person or animal (other than vermin) from injury or death caused by the cat.

Was the cat seized to protect any person or animal (other than vermin) from injury or death?

Yes      No

If yes, please provide reason for seizure: \_\_\_\_\_

If yes, please provide location of seizure: \_\_\_\_\_

\_\_\_\_\_

I declare the above information to be true and correct:

Print Name: \_\_\_\_\_ Sign: \_\_\_\_\_

Address: \_\_\_\_\_ Contact Number: \_\_\_\_\_

\_\_\_\_\_

Office Use Only:

Breed: \_\_\_\_\_ Male Female Desexed: Yes No Unsure

Seizure Number: M/Chip: \_\_\_\_\_ Injuries/Illness: Yes No

Officer: \_\_\_\_\_

**QUEANBEYAN-PALERANG REGIONAL  
COUNCIL**

# Council Meeting Attachment

8 NOVEMBER 2023

**ITEM 10.2                  RESPONSES TO COUNCILLOR QUESTIONS - MANAGEMENT OF CATS**

ATTACHMENT 2 SUBURBAN WILD CAT CONTROL PAMPHLET

## Council's Aim

- Raise community awareness to be responsible cat owners by encouraging owners to ensure their cats are desexed, vaccinated, kept free of parasites and are fed/watered and provided adequate shelter.
- Prevent cats from roaming.
- Decrease the number of cats and/or kittens abandoned.
- To provide hire service of cat trapping cages to the public to reduce colonies of wild/feral cats around the area.
- Provide residents with the opportunity to microchip their cats at a reduced fee at the Annual Animal Management Services Facility Open Day.

## Council's Goals

- To protect the welfare of cats.
- Reduce predation by cats on native wildlife.
- Reduce the incidence of public nuisance by uncontrolled cats.
- Reduce the transfer of disease.
- To decrease the colony population within the area.
- To ensure compliance of responsible cat ownership.



256 Crawford Street  
PO Box 90  
Queanbeyan NSW 2620  
Ph: 02 6285 6000  
Fax: 02 6285 6666  
Email: [council@qprc.nsw.gov.au](mailto:council@qprc.nsw.gov.au)

[www.qprc.nsw.gov.au](http://www.qprc.nsw.gov.au)

Queanbeyan Palerang  
Animal Management Services

Cnr Old Sydney Road and Ellerton Drive  
Queanbeyan NSW 2620  
PH: 02 6285 6269

Facility Open Hours:

Monday-Friday  
8.30am to 10.30am  
and  
3.00pm to 5.00pm

Saturday:  
1.00pm to 5.00pm



## Suburban Wild Cat Control



Jul 2023

## Information and Advice to help control Sub-wild cat population around Queanbeyan and surrounding areas.

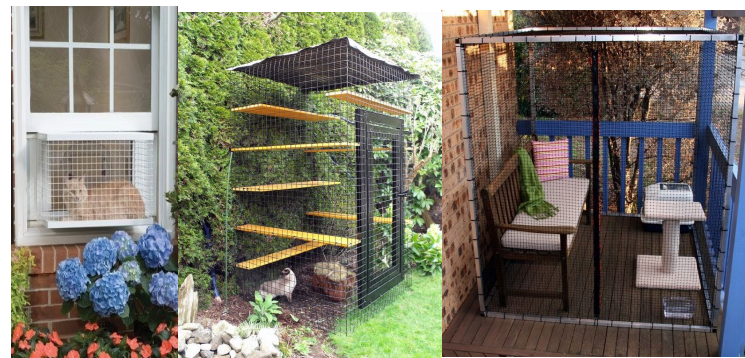


### Trapping Sub Wild Cats

- Hire a trap from the Queanbeyan Palerang Animal Management Services for (7) seven working days. (A \$100 refundable deposit is requested)
- Provide a Statutory Declaration as to why you are trapping and the behaviour and description of the cat.
- Place trap out in a quite and safe area where the cat is normally seen.
- Place fresh, smelly food (Tuna, chicken wings etc) into one side of the cage.
- Set cage
- Once a cat has been caught, cover with a sheet or towel and bring the cat to the Queanbeyan Palerang Animal Management Facility for assessment.

### Why desex your cat?

- Decreases unplanned and unnecessary breeding.
- Decreases the likelihood of aggression and will improve the cats temperament along with behaviours like spraying strong smelling urine in it's territory.
- It will contribute to the reduction of roaming cats in the area.



**Cat Enclosures:** Consider building an enclosure for the purpose of keeping your cats safe from other cats, dogs and motor vehicles. Also for the protection of our wildlife. These enclosure systems will allow them to enjoy the outdoors as well as being contained and perfectly safe.

**Cat Netting:** Netting can be used for enclosing full backyards, side of house or verandahs.

**Cats need to be under effective control by their owners at all times and if possible kept inside at night for their own safety.**

**A growing stray cat population creates public health risk and nuisance, especially if they are not vaccinated and desexed.**

**Feeding and harbouring stray and feral cats contributes to over population and does not necessarily benefit the cats wellbeing.**

**PLEASE REFRAIN FROM FEEDING CATS WHICH DO NOT BELONG TO YOU!**

Sub-wild cats can be found roaming big cities, small towns, and suburban neighborhoods around the world, having either ran away or been abandoned by their owners. They will spend most of their lives outdoors and alone and become hard to domesticate and control.



**QUEANBEYAN-PALERANG REGIONAL  
COUNCIL**

# Council Meeting Attachment

8 NOVEMBER 2023

**ITEM 10.2                  RESPONSES TO COUNCILLOR QUESTIONS - MANAGEMENT OF CATS**

ATTACHMENT 3 RESPONSIBLE CAT OWNERSHIP PAMPHLET

## Microchipping & Life Registration

In the State of New South Wales, it is compulsory for all cats to be **Permanently Identified (Microchipped)** by the age of 12 weeks and Life-time Registered by the age of months.

**Microchipping** can be done at your local Veterinary Clinic for a cost determined by the Veterinarian or at Queanbeyan Palerang Animal Management Services for a cost of \$40.00 per animal.

**Life-time Registration** must be paid when your pet reaches 4 months of age, which will allow you time to have your pet desexed prior to registration.

**Registration costs** are as follows:

Desexed cat:	\$65.00
Desexed cat - Pension rate:	\$32.00
Non Desexed cat :	\$65.00
Plus Annual Permit fee	\$92.00
Pound Shelter—Desexed cat:	Nil

These prices are for the life of the animal whilst it is living in NSW & do not need to be paid every year. Registration can be paid at Council's Customer Service Centre in Crawford Street or at the Queanbeyan Palerang Animal Management Services.

Annual Permits have been introduced for cats not desexed by 4 months of age and is required to be paid every year until the cat is desexed.

If you move elsewhere in NSW or if you re-home your pet, it is necessary to complete a change of address details form or a change of owner form, which are available from your



256 Crawford Street  
PO Box 90  
Queanbeyan NSW 2620  
Ph: 02 6285 6000  
E-mail: [animalinfo@qprc.nsw.gov.au](mailto:animalinfo@qprc.nsw.gov.au)

[www.qprc.nsw.gov.au](http://www.qprc.nsw.gov.au)

### Queanbeyan Palerang Animal Management Services

Crn Old Sydney Road  
& Ellerton Drive  
Queanbeyan NSW 2620  
Ph: 02 6285 6269

#### Pound Open Hours:

**Monday-Friday:**

8:30 am to 10:30 am

&

3:00 pm to 5:00 pm

**Saturday:**

1:00 pm to 5:00 pm

**Sunday:**

Closed

June 2023



## Responsible Cat Ownership



CA 1 Jun 23

### **Responsible cat ownership**

Cats are for many people valued pets and companions. Cats have both positive and negative impacts in the community. Responsible cat ownership can minimise the negative impacts of cats, whilst allowing cat owners to continue to enjoy their pets.

### **Is cat ownership for me?**

The decision to own a cat should be undertaken with full understanding of what is involved in caring responsibly for a cat

Factors to consider include:

- Are your lifestyle and finances compatible with a long term commitment? Cats frequently live into their late teens.
- Is cat ownership appropriate in your community or neighbourhood? People living adjacent to bushland must recognise the extra responsibilities involved in ensuring that their cat doesn't interfere with wildlife in these areas. Similarly, people living near busy roads should consider the need to confine their cat to save them from the possible risks associated with motor

### **Control and confinement**

Confinement of cats to the owner's property, particularly from dusk till dawn, is strongly encouraged, for the cat's safety, for the safety of wildlife and to prevent cats being a nuisance in the community.

To reduce the risk of cats preying on wildlife:

- Keep your cat indoors
- Keep your cat in an outdoor run
- Put a bell on your cat's collar
- Make sure bird baths are out of reach of cats



### **Identification**

In NSW, it is compulsory for all cats acquired after 1 July 1999 to be microchipped and registered.



In addition to compulsory microchipping it is advisable that all cats wear a traditional collar and tag for easy identification without the use of a scanner.

**Very few cats taken to animal shelters and pounds are ever returned to their owners. More cats are destroyed through lack of identification than through any other cause**

### **Desexing**

Cats can be desexed at almost any age, although six months or younger is ideal.

Desexing your cat will result in:

- A reduction of the number of unwanted domestic cats and kittens that are destroyed in animal shelters and pounds each year.
- A reduction in homeless domestic cats suffering from hunger, exposure and disease.
- A happier, healthier cat who is less likely to wander and fight.



### **Breeding**

**Annual permits are now compulsory for all entire cats unless a letter from your vet, advises otherwise.**

Breeding should only occur where the owner specifically plans to breed cats. These cats may need special care. Owners should ensure proper management of all sexually entire cats.

### **Unwanted cats**

When a person is unable to keep or care for their cat any longer, they should make arrangements to pass their cat on to a responsible new owner. Where a suitable home can not be found for a kitten or cat, it should be taken to an organisation such as the RSPCA or the Council Pound who will try to rehome the cat or euthanase it.

Unwanted cats and kittens must not be dumped or otherwise abandoned under any circumstances.

### **8 ways to care for your pet**

Pets can be great friends, companions and protectors. But dogs and cats depend on you to be a responsible owner.

**To be a Responsible Cat owner there are 8 simple things you can do to provide for your Cat:**

1. Clean drinking water
2. Healthy food
3. Desexing
4. Plenty of exercise & socialisation
5. Vaccination, worming & Vet care
6. Proper grooming
7. Microchipping
8. Registration with your local council



This information pamphlet was produced for the pet owning population of Queanbeyan and Palerang. It is intended to be used as a guide only.

This information was compiled by the  
Queanbeyan Palerang Regional Council  
Animal Management Services.

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 10.4      CORRESPONDENCE FROM THE OFFICE OF THE HON PAUL  
SCULLY MP, MINISTER FOR PLANNING AND PUBLIC  
SPACES

ATTACHMENT 1    LETTER QPRC FROM MINISTER PLANNING

**The Hon Paul Scully MP**  
Minister for Planning and Public Spaces



Ref: MDPE23/3451

Clr Kenrick Winchester  
Mayor  
PO Box 90  
QUEANBEYAN NSW 2620  
via: [Cr.Kenrick.Winchester@qprc.nsw.gov.au](mailto:Cr.Kenrick.Winchester@qprc.nsw.gov.au)

Dear Clr Winchester,

I write to you regarding the need to allow for more housing in our low and medium density zones across New South Wales to help increase supply and diversity of homes we are delivering in our suburbs.

New South Wales is in a housing crisis. Through the National Housing Accord, councils and the NSW Government are committed to working together to look at every opportunity to address this crisis.

Our shared task is to approve and encourage the necessary investment and commencements for 377,000 homes by 2029.

The land use planning and assessment functions of councils and the Department will need to quickly adjust towards approaches that lead to more homes in well-located areas.

As a way to increase our housing numbers in NSW, the NSW Government has identified a number of limitations across the residential zones constraining our ability to deliver this diverse housing in our low and medium density areas. In Greater Sydney these include:

- Terraces, townhouses and 2 storey residential flat buildings (i.e. manor houses) are only permitted in the R2 low density residential zone in 2 of 35 Local Environmental Plans (LEPs) in Greater Sydney – just six per cent. This is despite 77 per cent of residential land being zoned R2. Even though the R3 medium density zones do allow terraces, they only make up 13% of residential land; and
- Residential flat buildings (RFBs) are only permitted in the R3 medium density zone in 47% of LEPs. Even though the R4 high density residential zones do allow RFBs, they only make up 3% of residential land.

The story is more mixed outside of our major cities but there are still opportunities available for the planning system to priorities low and mid-rise housing types in our main residential zones.

We are asking councils to review their local policy settings and approaches in the interests of housing supply. I ask you to identify existing well-located areas where terraces, small unit blocks or well-designed mid-rise apartments can be permitted.

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6080  
[nsw.gov.au/ministerscully](https://nsw.gov.au/ministerscully)



Research consistently shows that there is unmet demand for additional small apartment and low-rise multi-dwelling housing options as well as purpose-built rental and affordable and social housing.

With this in mind, the Department will be realigning its resources to support councils in these initiatives and is developing a tool kit to help councils and state agencies deliver the outcomes we need. Councils shouldn't wait for this work to happen, rather I am asking you to begin work identifying locations and permitting more low and mid-rise homes immediately.

This urgency for all of us to play our part to approve and deliver housing in all parts of New South Wales brings me to my final point. The upcoming 2024 NSW local government elections are scheduled to be held on Saturday 14 September 2024. The caretaker period will begin 4 weeks before on 16 August 2024.

The NSW local government elections may have an impact on some policy and program timeframes and exhibition dates and may impact on planning assessment timeframe targets.

All planning assessments and other council responsibilities and operations should continue as normal until the start of the caretaker period. It is my express view that councils should continue to undertake their legal responsibilities under local government and planning legislation to make sure that we keep up the momentum on delivering the approvals for housing developments across New South Wales.

I would also request that this letter be tabled at your next council meeting so that councillors are clear about the State government's intentions on behalf of the people of NSW to deliver more low and mid-rise homes, while reminding them of their duty during election periods.

We all have a part to play in delivering on the National Housing Accord and a role in helping the next generation into home ownership or long-term rental. I urge you to look at your policy settings with the aim of expanding the number of homes in your LGA.

Should you have any questions regarding the housing reform work or to caretaker conventions for local government elections, please contact the Department at [stakeholder.engagement@dpie.nsw.gov.au](mailto:stakeholder.engagement@dpie.nsw.gov.au).

Yours sincerely



Paul Scully MP  
Minister for Planning and Public Spaces

20/10/23

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 11.1      ACCESS COMMITTEE MEETING - 9 OCTOBER 2023

ATTACHMENT 1      ACCESS COMMITTEE MINUTES 9 OCTOBER 2023



## MEETING MINUTES – QPRC Access Committee

Monday 9 October. Location: Online via Teams Time: 15:33 – 16:33

**Present:** Cr Biscotti (Chair)

Jim Fowler, Katrina Chisholm, Bob McAlister, Annette Bell, Athol Callaghan, Judit Kovacs, Ciara McKillop, Naomi Taylor

**Also Present:** Joanna Wherry (QPRC Community Development Officer), Chris Duncan (QPRC Manager Community & Recreation)

**Apologies:** Dave Brown, Helen Stig

### 1. **Acknowledgement of Country (Cr Biscotti)**

### 2. **Minutes and actions of the previous Meeting**

Minutes and actions from the last meeting on 14 June 2023 were endorsed. Moved by Cr Biscotti/Seconded by Katrina Chisholm.

### 3. **Member updates**

Welcome back to Jim Fowler and to new members Annette Bell and Bob McAlister. Dave Brown has resigned from the committee. Cr Biscotti extended his thanks to Dave for his valuable contribution during his time on the committee.

### 4. **Terms of Reference**

The group discussed the ToR and agreed in majority that the Quorum be reduced from four to two to ensure that recommendations can be put to Council in instances of low member attendance. In the case of low attendance items requiring input from a larger group of membership will be suspended until the following meeting. Staff will also explore ways of gathering input via digital measures between formal meetings.

### 5. **Updates on DIAP Priorities for 2023**

#### **1.1.1 Continue to work with the QPRC Access Committee to raise awareness in the community about diverse types of disability and inclusion related issues**

It was proposed that Access Committee member profiles are created for the QPRC webpage. QPRC CDO requested profiles be provided by members so this work can be completed.

Proposal received from committee member Ciara McKillop in association with CAPSS (carer and parents spectrum supports) for an inclusive advertising campaign to raise awareness of disability and inclusion within the wider community. The QPRC Communications team will meet with CAPSS later this week to discuss taking the proposal forward and invites the involvement of other Committee members following this initial discussion. QPRC will provide in-kind staff support to undertake this work.





**2.2.2 In line with the QPRC Pedestrian and Mobility Plan (PAMP) and other accessibility priorities, increase the number of continuous accessible paths of travel that include footpaths, road crossings and kerb ramps in our town centres and to key destinations such as recreation and community facilities.**

**Accessible paths, ramps, and parking at Braidwood pool**

The project team is working with QPRC Coordinator Recreation and Culture who is managing the Braidwood pool upgrade. Preliminary designs have been created for the accessible path and parking spaces but are yet to confirm final designs pending discussion and full assessment of what is achievable with the grant funding which has been allocated.

Completion date is aimed to be by the time the pool upgrade work is complete (Summer).

**Additional footpath works in Braidwood include:**

- 1) Lascelles Street from Wallace Street to Elrington Street on northern side
- 2) Lascelles Street from Wallace Street to Monkittee St (the chemist) on the southern side
- 3) Elrington Street from the recreation ground to Wilson Street on the western side
- 4) Coronation Avenue from Ryrie Street to the Serviceman's Club on the northern side

**Other accessibility improvement updates:**

**Changing Places and family changing facility at QEII Park**

[Exeloo](#) have been engaged for the [Changing Places](#) unit construction. The project team requested advice and feedback from the Committee on how best to manage access to the unit. QPRC CDO to facilitate feedback and advice engagement via email.

**Providing independent access to Braidwood and Queanbeyan Aquatic Centres**

[Pool Pods](#) (accessible platform lifts) for QBN and BWD have been ordered and due for delivery in October (install timeline TBC). Each pod will come with a submersible wheelchair.

**Captains Flat pool leak rectification and disability access**

Procurement to include appropriate contractor to fix the leak and provide accessibility. The form of access not yet confirmed e.g.: ramp or Pool Pod. Timeline of works TBC.

**2.5.1 Audit accessibility of event facilities (e.g., showground) and source funding for upgrades**

At the previous meeting Cr Biscotti and Cr Webster discussed QPRC staff undertaking an audit of accessibility of key facilities and venues across the LGA. Further investigations will need to be made into QPRC staff resource, capacity, and expertise to undertake works and identify any budget required to engage specialist contractors.

The QPRC Grants Officer has advised of a current funding opportunity for accessibility upgrades through the *Community Building Partnership Program*. QPRC staff will investigate eligibility and viability of this funding opportunity and continue to look for other opportunities.

**2.5.2 Include information about accessibility options at our community events in our marketing and promotional material**

QPRC CDO met with the Events, Tourism, Marketing and Communication teams regarding including information about event access in promotional material/on event webpages etc.



QPRC CDO is working with Council event organisers to assist them in increasing information relating to event accessibility on QPRC channels. For example, for next year's Arts Trail Council will be requesting accessibility information from all participating artists so this can be included in the venue listings.

#### **6. Other Business**

Bob McAlister raised that the repair and maintenance of footpaths is as important as the installation of new infrastructure. New paths should also be wider to accommodate better access for users to pass by each other (for example, wheelchair users and prams). Bob also noted that path areas that are not regularly cleared of leaf litter can become very slippery causing issue for a wide range of users. Jim Fowler raised the need for footpath provision in Majors Creek.

Jim Fowler raised an issue with new Accessible Parking on Lascelles Street Braidwood with car and trailer/caravan users parking across both bays. Staff and Cr Biscotti to follow up internally with the relevant QPRC teams to request possible solutions and additional signage to help with education and ongoing enforcement.

Katrina Chisholm requested information on accessible toilet facilities across the LGA. Athol Callaghan raised the National Public Toilet Map website. QPRC staff to share link with members and check listings for required updates.

#### **Next Meeting**

The next meeting will be held in early December 2023. Date and location to be confirmed.

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#### **That Council:**

- 1. Note the minutes of QPRC Access Committee (QAC) held on 9 October 2023.**
- 2. Note the recommendations of the QPRC Access Committee of the meeting held on 9 October 2023:**

**QAC 01/23 Change in quorum from four to two.**

**QAC 02/23 Support the CAPSS partnership request from the Access Committee and provide in-kind staff support to undertake this work.**

**QAC 03/23 QPRC Staff to investigate internal resource capacity and funding required to undertake accessibility audits in Braidwood CBD, and QPRC event facilities across the LGA.**

**QAC 04/23 That Council notes the progress of work in accordance with the QPRC Disability Inclusion Action Plan 2022-2026.**

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# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 11.1          ACCESS COMMITTEE MEETING - 9 OCTOBER 2023

ATTACHMENT 2    INCLUSIVE ADVERTISING CAMPAIGN PROPOSAL &  
RESPONSE

### **Inclusive Advertising Campaign Proposal**

Dear QPRC

I'm writing to you today to propose a partnership between the local Queanbeyan-Palerang regional council and [CAPSS](#) (carers and parents spectrum supports incorporated) to run an inclusion advertising campaign using lived experience and photos of local disabled people.

The purpose of this campaign is to create awareness to the wider public of how to be more inclusive and make our local community more accessible for all. We believe that this campaign will help break down barriers and gently educate the community on differences and disability, in turn fostering a more inclusive and accessible community.

By partnering with CAPSS, we will be able to use lived experience and quotes of local disabled people to create a powerful and impactful campaign. We will capture images of disabled people in our community, showcasing their needs in a positive and affirming way. We will also work with QPRC to create information for the public to know how the local council is positively working toward making the community more accessible and inclusive.

A QR code or link would take the public to a page where they can read more about the person pictured on the advert and what QPRC is doing to work towards the disability inclusion action plan.

The campaign will run on various media platforms, including billboards, local council building, social media, and local newspapers.

We believe that this campaign will not only create awareness but also inspire action. By showcasing the experiences and perspectives of local disabled people, we hope to encourage the wider community to take steps towards creating a more inclusive and accessible community for all.

We hope that you will consider partnering with CAPSS to run the important campaign. Together we can create one of the most inclusive and accessible councils in the region.

Thank you for your consideration. I have attached some examples using stock photos of what I imagine it could look like.


Sincerely,

Ciara McKillop  
Access Committee Member

**QPRC** 

"We use the pool early in the morning when it's quieter and not so overwhelming"

Scan the QR code to read more about Jackson's story and how QPRC are making Queanbeyan accessible for all.



[WWW.QPRC.NSW.GOV.AU](http://WWW.QPRC.NSW.GOV.AU)  
CREATED BY CAPSS SUPPORTED BY QPRC.

**QPRC** 

"Just because I'm not making eye contact, doesn't mean I'm not listening"

Scan the QR code to read more about Jane's story and how QPRC are making Queanbeyan accessible for all.



[WWW.QPRC.NSW.GOV.AU](http://WWW.QPRC.NSW.GOV.AU)  
CREATED BY CAPSS SUPPORTED BY QPRC.

**QPRC** 

"I wear noise cancelling headphones to reduce the sensory input"

Scan the QR code to read more about Timothy's story and how QPRC are making Queanbeyan accessible for all.



[WWW.QPRC.NSW.GOV.AU](http://WWW.QPRC.NSW.GOV.AU)  
CREATED BY CAPSS SUPPORTED BY QPRC.

**QPRC** 

"I need the footpaths clear so I can access the community"

Scan the QR code to read more about Natalie's story and how QPRC are making Queanbeyan accessible for all.



[WWW.QPRC.NSW.GOV.AU](http://WWW.QPRC.NSW.GOV.AU)  
CREATED BY CAPSS SUPPORTED BY QPRC.

### QPRC Response to proposal

#### Notes from meeting:

- The CAPSS Support group can help find people who want to share their stories, QPRC Communications team will also engage with Access Committee members directly to seek their involvement and any contacts, we could also reach out to local NDIS providers.
- There is no dedicated budget for the initiative at this time, but QPRC will provide in-kind staff time and resource to develop the campaign materials and promote over various QPRC channels (digital and print). Additional funding may be sought from grant opportunities to further grow the campaign.
- The campaign will provide messaging around the lived experiences of people from the community (across the whole Queanbeyan-Palerang area) with the aim of improving inclusion and understanding within the general public. Where posters are created with short messages these will be positive in nature with a view of educating the community and promoting inclusivity. The campaign profiles will focus on the individual and not relate directly to Council services or venues.
- Information on the website will be monitored and updated by the Community Development Officer (CDO) with assistance from the Communications team.
- It is proposed that a Communications team representative (Cadet Journalist) will meet with the identified members of the community to hear their stories (accompanied by a QPRC delegated officer). Profile write ups will be drafted up and then approved by the individual and Communications team management before publication.

#### Access Committee member profiles for QPRC website

It was also discussed that we could create short profiles for the members of the Access Committee to display on our website. *This will be taken to the Committee at the next meeting for input. See an example below from ACT Government.*

#### **About the Disability Reference Group**

*The Disability Reference Group meets six times a year, for two hours each time. Sometimes three to four Disability Reference Group members will meet in between the formal meetings.*

*The current members are:*



#### **Ms Renée Heaton (Chair)**

Ms Heaton is a person with a disability and an active member of the Canberra community. Ms Heaton has a strong sense of social justice and has volunteered for a variety of events and organisations over the years, most recently serving on the Steering Committee for the ACT Workforce Impact Collective. Ms Heaton is particularly passionate about dignified access and increasing employment outcomes for people with disability.

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 11.1      ACCESS COMMITTEE MEETING - 9 OCTOBER 2023

ATTACHMENT 3      DIAP REPORTING FOR QPRC 22-23 ANNUAL REPORT

### **Disability Inclusion Action Plan**

In July 2022, QPRC launched its new Disability Inclusion Action Plan 2022 - 2026 (DIAP) which guides Council in meeting its requirements under the NSW Disability Inclusion Act 2014.

During the 2022-23 period the QPRC Access Committee identified five key priority areas, a number of which are reflected in the action outcomes of this report.

Annual progress in achieving the outcomes of the implementation plan for 2022-23 to address the four focus areas include the following actions:

#### **1. Developing positive community attitudes and behaviours**

- Continuation of the internal QPRC Diversity and Inclusion Group which drives progress across Council in a wide range of areas, such as LGBTIQ inclusion, gender equality, mental health, disability, and inclusion awareness.
- Inclusion of 'sensory friendly' spaces and provision for major community events in collaboration with local group CAPSS (carer and parents spectrum supports).
- Planning an inclusive advertising campaign to increase education and awareness of disability across the LGA, to be delivered with the collaboration and support of the QPRC Access Committee.

#### **2. Creating liveable communities**

- Continuation of the Zero Barriers Project in QPRC area, this year focusing on engaging businesses from across the Bungendore and Braidwood regions.
- Grant funding obtained for a range of accessibility improvement projects across the region. These include a Changing Places unit at Queanbeyan's QEII Park, swimming pool platform lifts, disability parking and new footpath access to Braidwood Swimming Pool and disability access to Captains Flat Pool.
- Installation of an accessible Adult Change Facility in the new QCCP headquarters.
- The installation of four new footpaths to increase pedestrian accessibility in Braidwood with plans developed for additional footpaths in Bungendore and Queanbeyan.

#### **3. Supporting access to meaningful employment**

- The availability of two disability identified traineeship positions and two Aboriginal and Torres Strait Islander identified positions for QPRC.
- Council employment application packs include inclusive statements encouraging applications from individuals with diverse backgrounds, and those with disability.
- Inclusion of information on Council's website to support former Defence staff in applying for jobs with Council.
- Planning the adoption of Disability Confident Recruitment practices (Australian Network on Disability).

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

- QPRC Access Committee met four times during 2022-23 to discuss a range of issues impacting on people living with disability in the QPRC region. The Committee also identified key DIAP priorities and provided ongoing advice on projects and improvement works.
- Implementation of Easy Read document design by the QPRC Communications and Engagement team allowing improved accessibility of Council document, forms, and website.
- Ongoing improvements made to QPRC website to increase accessibility for users, including an audit of the top 100 most visited pages. Work being undertaken to increase the accessibility of PDF files.



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 11.1      ACCESS COMMITTEE MEETING - 9 OCTOBER 2023

ATTACHMENT 4    UPDATED TERMS OF REFERENCE - QPRC ACCESS  
COMMITTEE OCTOBER 2023



## **QPRC ACCESS COMMITTEE TERMS OF REFERENCE**

### **1. Background**

At the Council meeting of 24 May 2017, Council adopted a Disability Inclusion Action Plan. One of the Key Actions identified in this Plan was to 'establish an Access Committee'. The purpose of a QPRC Access Committee is to provide informed advice to Council on the development, implementation, monitoring and review of policy, strategies and plans to advance the accessibility of the area and the inclusion of people living with disability.

### **2. Role**

#### **The role of the committee is to:**

- Assist the Council to identify and remove barriers preventing the participation of people living with disability in the Queanbeyan-Palerang LGA.
- Identify issues of concern and impacts relating to people with disabilities living in Queanbeyan-Palerang.
- Provide advice to relevant sections of Council on matters of access and inclusion of people with disability.
- Advise and make recommendations to Council on matters relating to access for people with disabilities to Council facilities and services within the community generally.
- Input into the development of strategies and the implementation and review of actions identified in QPRC's Disability Inclusion Action Plan 2022 - 2026.

### **3. Committee Operation**

- The QPRC Access Committee is convened by Council's Manager Community & Recreation or delegated officer who will attend meetings as a resource person. The staff representative will be responsible for taking and distributing minutes, coordinating the agenda, inviting relevant Council officers to attend in relation to agenda items, arranging the meeting venue and refreshments and coordinating any assistance required by members to participate.
- Minutes of the Committee will be reported to Council for endorsement.
- Membership of the committee will consist of:
  - One Councillor who will act as Chair
  - People living and/or working with disability within the LGA
  - Family members of those living with disability within the LGA
  - Representatives of a local agency providing services to people living with disability within the LGA
- Relevant staff will attend meetings as deemed appropriate by the Manager Community & Recreation to provide advice to assist with the Committee's deliberations.
- Membership of the committee will be determined every two years, with the

exception of Councillor Representatives who will be appointed every September.

- Members are appointed in an individual capacity based on skills and experience and not as representative of a particular group.

#### **4. Selection of Committee Members**

Membership of the Committee will be by expression of interest via public advertisement. Applications will be asked to outline their lived and/or professional experience, interest, and expertise in relation to taking part in this committee.

Areas of interest or expertise may include:

- Built environment and urban planning including public domain, public amenities and services
- Information, media and communications
- Economic participation
- Housing
- Transport
- Arts and culture
- Recreation
- Civic participation
- Events and festivals
- Legislation underpinning access and inclusion (including the DDA and UN CRPD).

Skills and experience are especially valued in areas such as:

- Strategic planning
- Change management
- Policy development (including disability policy reforms)
- Consultation
- Community education

#### **5. Meetings**

Meetings will be held on a quarterly basis.

A quorum for the meeting will be two.

# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 11.2      BUNGENDORE TOWN CENTRE AND ENVIRONS ADVISORY  
COMMITTEE MEETING MINUTES

ATTACHMENT 1      BUNGENDORE TOWNS CENTRE AND ENVIRONS ADVISORY  
COMMITTEE MINUTES - 18 SEPTEMBER 2023



## Bungendore Town Centre and Environs Committee Meeting

18 September 2023 commencing at 6.30 pm  
Bungendore Wood Works Gallery

### MINUTES

---

1. **Present:** Peter Evans  
Clr Mareeta Grundy  
Alan Longhurst  
David Mac Laren  
Andrew Riley (Chair)

**Also Attending:**  
Nil

The meeting opened at 6.35 pm.

**Apologies:** Murray Gough (invited attendee)

2. **Declaration of Interests**

2.1 Nil.

3. **Minutes of Previous Meeting**

The Minutes of the previous meeting on 21 August 2023 were accepted.  
(Longhurst/Mac Laren)

4. **Business Arising/Outstanding Actions. Sculpture on the Verge.** Noted that a letter under QPRC cover had been sent to the Wollombi sculpture exhibition organiser and an encouraging response had been received. Plinth arrangements were discussed, and it was AGREED that the D Mac Laren design would also be assessed by a structural engineer.  
**ACTION:** A Longhurst to contact a structural engineer to ascertain required parameters.  
**Bungendore Town Master Plan.** Clr Grundy will pursue arrangements for the new Place Making manager to work with the Committee.

**5. Correspondence.**

- 5.1 **In**  
Emails from:  
QPRC staff (A de Jongh, Debbie Sibbick) on Bungendore activities. Received with appreciation.  
Copy of submission from CWA to Mayor and Local Member Steve Whan.
- 5.2 **Out**  
Nil

**6 New Business**

- 6.1 **Progress Senior Living Compatible CBD PAP Item.** Members reviewed the submission that the CWA had made to Local Member Steve Whan and the QPRC Mayor and complimented the CWA on the valuable input on pedestrian access and safety. Members noted that the CWA input should be considered in the Master Plan.

**RESOLUTION**

**The BTCEC Advisory Committee supports the CWA submission and RECOMMENDS that Council considers the submission and implements the proposed changes as appropriate.**

**Proposed: A Riley                      Seconded: A Longhurst      Carried: All**

It was AGREED to develop a BTCEC **Senior Friendly** paper to be considered by Council.  
ACTION: P Evans to further develop the draft paper he had tabled.

- 6.2 **New Committee Members.** The Committee accepted the resignation of D Mac Laren with regret, noting that he was a founding member of BTCEC in 2008 and had made a huge contribution to the work of the Committee. The Committee noted input from QPRC staff on the procedure for seeking new members of the Committee. Selection criteria were discussed with agreement that a primary consideration was being able to complement the existing committee skill set in acting for the community as a whole.

**RESOLUTION**

**The BTCEC Advisory Committee RECOMMENDS that Council note the contribution made by David Mac Laren to BTCEC since 2008.**

**The BTCEC Advisory Committee will seek to recruit two new members to bring the membership to five in accordance with the Terms of Reference,**

**Proposed: A Longhurst                      Seconded: P Evans      Carried: All**

**7. Reports and Discussion.**

- 7.1 **Project Action Plan:** (Clr Grundy left at 7.40). Discussion was held over.
- 7.2 **Bungendore Infrastructure Updates and Water Supply.** Members noted the update from A de Jongh on the access to the Sports Hub and Flood Mitigation.

7.3 **Frogs Hollow.** Members reviewed the park furniture catalogues provided by D Sibbick at QPRC who was requesting input from the Committee on preferred styles. Members AGREED that the preferred style was solid timber (like current village seating from bridge timbers) with stonework items where appropriate.

7.4 **Bungendore High School.** Noted that there was no progress on construction and that there was continuing negotiation on compensation.

**8. Any Other Business**

**9. Foreshadowed Agenda Items/Close/Next Meeting**

The meeting closed at 8.00 pm. Next meeting Monday 16 October 2023.



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 11.3      QPRC HERITAGE ADVISORY COMMITTEE MINUTES OF 5  
OCTOBER 2023

ATTACHMENT 1    MINUTES OF QPRC HERITAGE ADVISORY COMMITTEE 5  
OCTOBER 2023



## QPRC Heritage Advisory Committee Meeting Minutes

Date:	05 October 2023	Time:	4:36pm – 6:04pm	Venue:	Queanbeyan Committee Meeting Room Crawford Street, Queanbeyan
Chairperson:	Cr Katrina Willis			Minutes:	Abbie Grant (ECM 2266151)
Participants:	Cr Katrina Willis Lorba Drewry (joined 5:11pm) David Loft Jennifer Bird (left 5:28pm) Andrew Riley  Ruth Ormella Lorena Blacklock Pip Giovanelli Abbie Grant			Apologies:	Margaret Tuckwell Ann Rocca
				Absent:	Sue Whelan OAM Hollie Gill
Meeting Objective:	QPRC Heritage Advisory Committee Meeting				

No.	Item	Details	Who	Notes
1	Apologies	Ann Rocca, Margaret Tuckwell	Chair	The Committee accept Apologies from absent Committee members.
2	Declaration of Conflict of Interest	None.	Participants	
3	Confirmation of Minutes from meeting held 24 August 2023	<b>Recommendation (Riley / Drewry)</b>  <b>QPRC HAC 28/23</b>	Committee	It was noted that the 24 August Minutes listed one Committee member as both absent and present. This will be corrected by staff.

		<b>That the minutes of the meeting of 24 August 2023 be confirmed.</b>		
4	Report: Committee Involvement in Review of DCPs	<p>The Committee was provided with an overview of the Land-Use Planning branch's workplan, including current resourcing of a housekeeping review of the Palerang and Braidwood Development Control Plans to remove inconsistencies with the Local Environmental Plan. Additional future DCP review work has also been identified, which includes (but is not limited to) heritage focused reviews of controls.</p> <p>The Land-Use Planning branch can report to the Committee on the proposed review and its scope and confirm any aspects of a heritage control nature.</p> <p>The Committee can also be involved in the review of the draft controls prior to the draft of the amended DCPs being reported to Council for the public exhibition stage. This provides opportunity to confirm the relevant draft controls achieve the Committee's envisaged intent.</p>	Lorena Blacklock	<p>The Committee had a number of questions regarding the DCP and LEP which were clarified by Council staff. Dominant were questions related to the future expansion of heritage listings in Bungendore. A Committee member suggested that the Committee be provided with <i>The Bungendore Heritage Study 2018</i> which has potential future listings, for their information. .</p> <p>There was further discussion around the concept of 'Heritage Character Precincts' which seek to articulate the character of a precinct. The Heritage Advisor noted that where these have been employed by other Councils, they have been seen to assist both residents and planning teams.</p>
5	Report: Heritage Advisor Role	<p>Lorena Blacklock formally advised the Committee that the QPRC Heritage Advisor, Pip Giovanelli, would be retiring from his role at the end of 2023.</p> <p>Options for engaging a new Heritage Advisor are being explored. The process will be undertaken per Council's procurement policy and Expressions of Interest will be sought. This process will commence by the end of the year and the new Heritage Advisor will be introduced in 2024.</p>	Lorena Blacklock	<p>Pip Giovanelli offered to provide Council staff with a list of names of suitable candidates.</p> <p>A Committee member noted that they consider it critical that this position be filled as quickly as possible.</p>

		There was general discussion regarding Council's budget for Heritage Advisory services. This led to concern that there may be budget overrun in this area.		
6	Refurbishment of Captains Flat Station Master's Cottage	<p>The Committee was briefed on a recent Transport for NSW Community Consultation session regarding the future of the Captains Flat Station Master's Cottage. The cottage is a listed item in the QPLEP 2022.</p> <p>Council's Manager for Environment and Compliance, Mel Corey, attended the Transport for NSW Community Consultation session on 19 September, and, following, reported that it is Council's understanding that Transport for NSW's preferred option is to demolish the Station Master's Cottage and return the land to the Captains Flat Heritage Trail. This is due to widespread contamination of the site and building with residual lead dust. TfNSW have advised that the building is not suitable for relocation due to asbestos cladding and structural stability issues. Additionally, they advise they have not had any community interest in reuse of the building for community purposes.</p> <p>The Committee consulted the Heritage Advisor regarding the site and context of the building.</p> <p><b>Recommendation (Riley / Bird)</b> <b>QPRC HAC 29/23</b></p> <ul style="list-style-type: none"> <li>• <b>The HAC have no objection to the demolition of the Station Master's Cottage.</b></li> </ul>	Abbie Grant	The Committee were advised that the TfNSW community consultation period is 28 days and is open through 17 October.

		<ul style="list-style-type: none"> <li>The HAC encourage a future articulation in which the delineation of the Station Master's Cottage footprint be included as part of the forthcoming Heritage Trail.</li> <li>The HAC are supportive of the Heritage Trail project.</li> </ul>		
7	Update: Well at 12 Rutledge Street, Queanbeyan	<p>Staff provided the Committee with an update regarding the well at 12 Rutledge Street, Queanbeyan. QPRC's Contracts and Projects Engineer has advised that the well remains protected on site and that inspection will be possible at the culmination of the QCCP works - forecast for the next few months.</p> <p>Regarding future plans for the well, per the NSW Southern Regional Planning Panel's Record of Briefing from 9 May 2023, the DA applicant is working to respond to Council's request for further information.</p> <p>The Heritage Advisor briefed the Committee on another well and sump that had recently been discovered in Queanbeyan at the site of the Lowe Street carpark. These artefacts are being retained in situ with preservation measures in place.</p>	Abbie Grant	Ruth Ormella noted that the Committee would be advised of any progress with the well at 12 Rutledge Street.
8	Update: Braidwood and its Setting State Heritage Listing - 15 Year Management Review	<p>The HAC were advised that:</p> <ul style="list-style-type: none"> <li>Consultants have been engaged for the <i>Milestone 3 Report</i> - the final report, which will contain recommendations for the future management of the State listing.</li> </ul>	Lorena Blacklock	There was general discussion around the State Listing and the pressures on Braidwood regarding future development.

		<ul style="list-style-type: none"> <li>This will likely impact future development controls, review of development proposals, the Structure Plan, education programs and the like.</li> <li>Information was provided to the Committee in a report which was also provided to Council.</li> <li>Council has no control over the timing. It is subject to state government project management.</li> <li>Initial advice was that exhibition of the draft report would occur in September/October 2023.</li> </ul>		
9	Review of the Merged Committee	Due to time constraints, this item was postponed to the 16 November meeting of the HAC.	Chair	
10	Update: Signage for the Local Heritage Awards	<p>The Committee was provided with an update regarding signage for the upcoming <i>Local Heritage Awards</i>. During a previous meeting, it was suggested that the Committee's preference was for signage produced by local artists using recycled and recyclable material. Staff have connected with local artists; however, the budget does not extend to their engagement this year. It has thus been resolved that recyclable coreflute signs be commissioned, using artwork designed by the QPRC design team.</p> <p>There was general discussion regarding the Awards which led to a commitment to future planning for the shape and design of the Awards at the HAC's extra meeting on 2 November 2023.</p>	Abbie Grant	There was some discussion about what form the awards should take i.e. cash prizes or plaques for placement on winning locations. Also, discussion about whether heritage awards should be restricted to a place (building or garden) as other local heritage awards are given for efforts to promote and protect heritage, history research etc.
11	Update: Committee Position/s Review	As staff are awaiting information about this matter, this item was postponed to the 16 November meeting of the HAC.	Lorena Blacklock	

12	Matters Arising	Nil		
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No.	Actions and Agreements	Who	When	Completed
1	Staff to consider whether the Heritage Referral Flowchart should be added to Heritage information on the QPRC website. (Item 11 09/03/2023)	David Carswell / Lorena Blacklock	2023	
2	Staff to prepare a report on current signage controls and how to promote signage that better aligns with the Braidwood DCP. (Item 14 09/03/2023)	Enforcement Team / David Carswell / Lorena Blacklock	2023	
3	The Director of Development and Environment and staff to examine how future use of Braidwood laneways by the general public can be secured. (Item 7 11/05/2023)	Ruth Ormella / Staff	TBD	
4	RE Committee Terms of Reference – Staff to report on external advice regarding QPRC's Committee's and First Nations heritage matters. The Director of Development and Environment to amend ToR to reflect new schedule and circulate as part of Minutes, along with revised meeting schedule. (Item 6 13/07/2023)	Ruth Ormella / Abbie Grant	November 2023	
5	Updates to be provided to the Committee as available regarding the relocation of the Family and Local History Collection and volunteering opportunities. (Item 8 24/08/2023)	Abbie Grant	Ongoing	
6	Staff to ascertain if/when the position of Committee Chair / membership requires review. (Deferred Agenda Item for 16/11/23)	David Carswell	November 2023	

<b>EXTRA Meeting:</b>	2 November 2023	Time:	5:30pm	Venue:	Online, via Teams
<b>Items for EXTRA Meeting</b>	<ul style="list-style-type: none"> <li>- Review of <i>Local Heritage Places Grants</i> applications 2023-24.</li> <li>- Review of <i>Local Heritage Awards</i> processes and design.</li> </ul>				
<b>Next Standing Meeting:</b>	16 November 2023	Time:	4:30pm	Venue:	Braidwood RFS Centre
<b>Items for Next Standing Meeting</b>	<ul style="list-style-type: none"> <li>- Proposed: Check-in to review the progress of the Committee's design and function after 6 months.</li> <li>- Update: Committee Position/s Review.</li> <li>- Resignation of a Committee Member.</li> </ul>				



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 12.1      SOE REPORTING

ATTACHMENT 1    END OF TERM REPORT 2017-2021



Queanbeyan-Palerang Regional Council

# End of Term Report 2017-2021

[qprc.nsw.gov.au](http://qprc.nsw.gov.au)





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## 1 Executive Summary

The 2017-21 End of Term Report is the first such report developed for Queanbeyan-Palerang Regional Council since it was proclaimed in 2016. The End of Term Report measures Council's success at moving towards the goals and aspirations the community put forward in the Community Strategic Plan during its term in office.

Back in 2017 when Council analysed the Community Strategic Plan and adopted its Delivery Program, we could not have guessed the challenges we would face over the elected body's term in office. The challenges associated with the merger of Queanbeyan and Palerang councils, and managing a growing community were at the forefront of our minds and planning, however drought, bushfires, floods and a global pandemic significantly impacted our community, our staff and the way we do business.

QPRC had to be agile and flexible in its approach over the past four years, all while keeping our eye on the ball and delivering our services and maintaining our assets to the best of our ability. At times, this has been challenging. For a period in 2019, Braidwood was on our highest level of water restrictions, with water being carted into town and our road grading program on hold. A few months down the track, after battling the horrendous Black Summer Bushfires, our roads were flood affected.

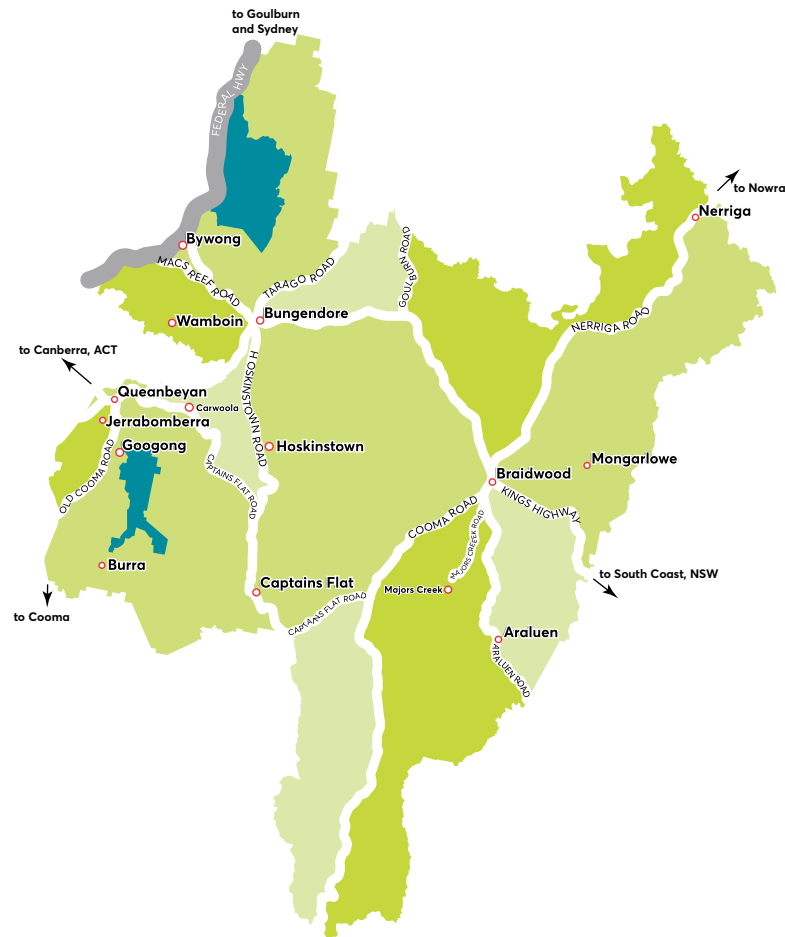
Despite the challenges we have faced over the past four years, we have achieved a lot. This was recognised with Council being named the winner of the 2020 A.R. Bluett Memorial Award for the most progressive Council in NSW. This is the highest accolade a Council in NSW can receive, and it would not have been possible without the leadership of our elected Council and the commitment and dedication of our staff.

This End of Term Report is not a blow-by-blow account of what we did and didn't do over the past four years. It's a snapshot of our performance and how we have moved towards achieving the long-term goals and aspirations set out in the Community Strategic Plan. We know we have more work to do to achieve those goals and aspirations and the incoming Council following the 2021 election will pick up these goals and aspirations and continue the journey.



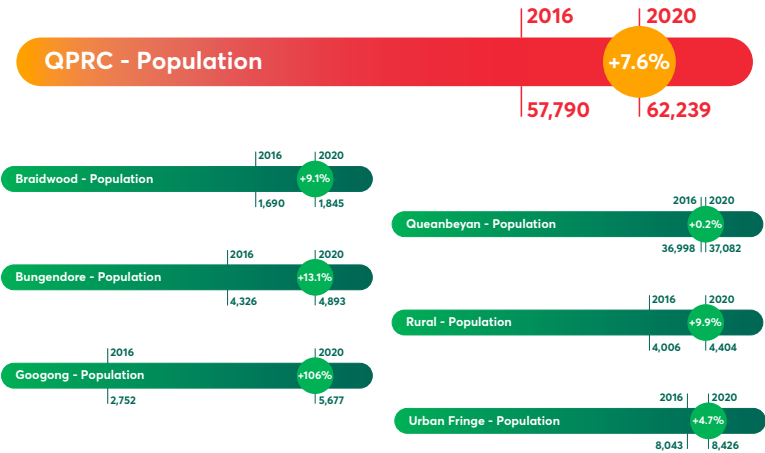


## 2 Our LGA



### Demographics

Source: ABS ERP, profile.id.com.au/queanbeyan-palerang



By 2036, the population is expected to grow to 78,756 - a 26% increase from 2020

32.8% of households are made up of couples with children



74% of residents are from Australian or English background

23% of residents have a bachelor or higher degree



20.7% of the community were engaged in volunteering activities

# 3 Key Decisions, Engagements and Achievements

## DECISIONS

2017-18

## EXHIBITIONS & ENGAGEMENTS

**SEPTEMBER 2017**  
Tim Overall elected Mayor and Trevor Hicks elected Deputy Mayor

**SEPTEMBER 2017**  
Tender awarded for demolition of 257 Crawford St

**SEPTEMBER 2017**  
Contract signed with TechnologyOne

**SEPTEMBER 2017**  
Tender awarded for construction of Back Creek Bridge

**SEPTEMBER 2017**  
Heads of Agreement endorsed for Queanbeyan head office with NSW agency at 50 Lowe Street

**OCTOBER 2017**  
Tender awarded for design and construction of reservoir at Captains Flat

**OCTOBER 2017**  
Agrees to host Super Rugby trial at Seiffert Oval in February 2018

**OCTOBER 2017**  
Endorsement of Digital Economy and Smart Community Strategy

**NOVEMBER 2017**  
Financial Statements endorsed for audit

**NOVEMBER 2017**  
Bungendore town entry signage endorsed

**NOVEMBER 2017**  
Endorse running of Summer Activation Events in January 2018

**DECEMBER 2017**  
Endorsement of Community Strategic Plan

**DECEMBER 2017**  
Endorsement for parts of Bywong and Wamboin to be assessed for rezoning

**DECEMBER 2017**  
Tenders awarded for lighting upgrades at Seiffert Oval, Riverside Oval and Braidwood Recreation Ground

**DECEMBER 2017**  
Approve staging of Shakespeare in the Park in February 2018

**JANUARY 2018**  
Endorse QPRC inclusion in the Canberra Region Joint Organisation

**FEBRUARY 2018**  
Five years of support for Oktoberfest

**FEBRUARY 2018**  
Tender awarded for works to remediate Macs Reef Road Landfill

**MARCH 2018**  
Development application for cinema in Queanbeyan approved

**MARCH 2018**  
Adoption of Liquid Trade Waste Policy

**APRIL 2018**  
Tender awarded for construction of Queanbeyan River Shared Path and Waterfall Drive Path

**APRIL 2018**  
\$2.94m in Stronger Country Communities Funding allocated to five projects, including Bungendore Sports Hub and Ryrie Park

**APRIL 2018**  
Adoption of South Jerrabomberra Local Infrastructure Contributions Plan

**MAY 2018**  
Tender awarded for Captains Flat RFS shed design and construction

**MAY 2018**  
Participation in NSW Outdoor Dining Trial extended

**MAY 2018**  
Adoption of QPRC Events Strategy

**MAY 2018**  
Adoption of Braidwood CBD and Ryrie Park Master Plan

**JUNE 2018**  
Works to upgrade Old Cooma Road and Googong Road intersection approved

**JUNE 2018**  
257 Crawford St selected as preferred site for new Queanbeyan head office and smart hub (Queanbeyan Civic and Cultural Precinct)

**JUNE 2018**  
Tender awarded for the Queanbeyan Smart City Precinct

**JUNE 2018**  
Adoption of Financial Hardship Assistance Policy and Debt Recovery Policy

**JUNE 2018**  
Commitment of \$8m for enabling infrastructure for South Jerra Business Technology Park

**JUNE 2018**  
Adoption of 2018-21 Delivery Program

**SEPTEMBER 2017**  
Queanbeyan River Shared Path and Pedestrian Bridge

**NOVEMBER 2017**  
Draft Community Strategic Plan

**NOVEMBER 2017**  
Queanbeyan Floodplain Risk Management Plan

**NOVEMBER 2017**  
Braidwood Floodplain Risk Management Plan

**JANUARY 2018**  
Braidwood Skate Park options

**MARCH 2018**  
Events Strategy

**MARCH 2018**  
Old Cooma Rd duplication design

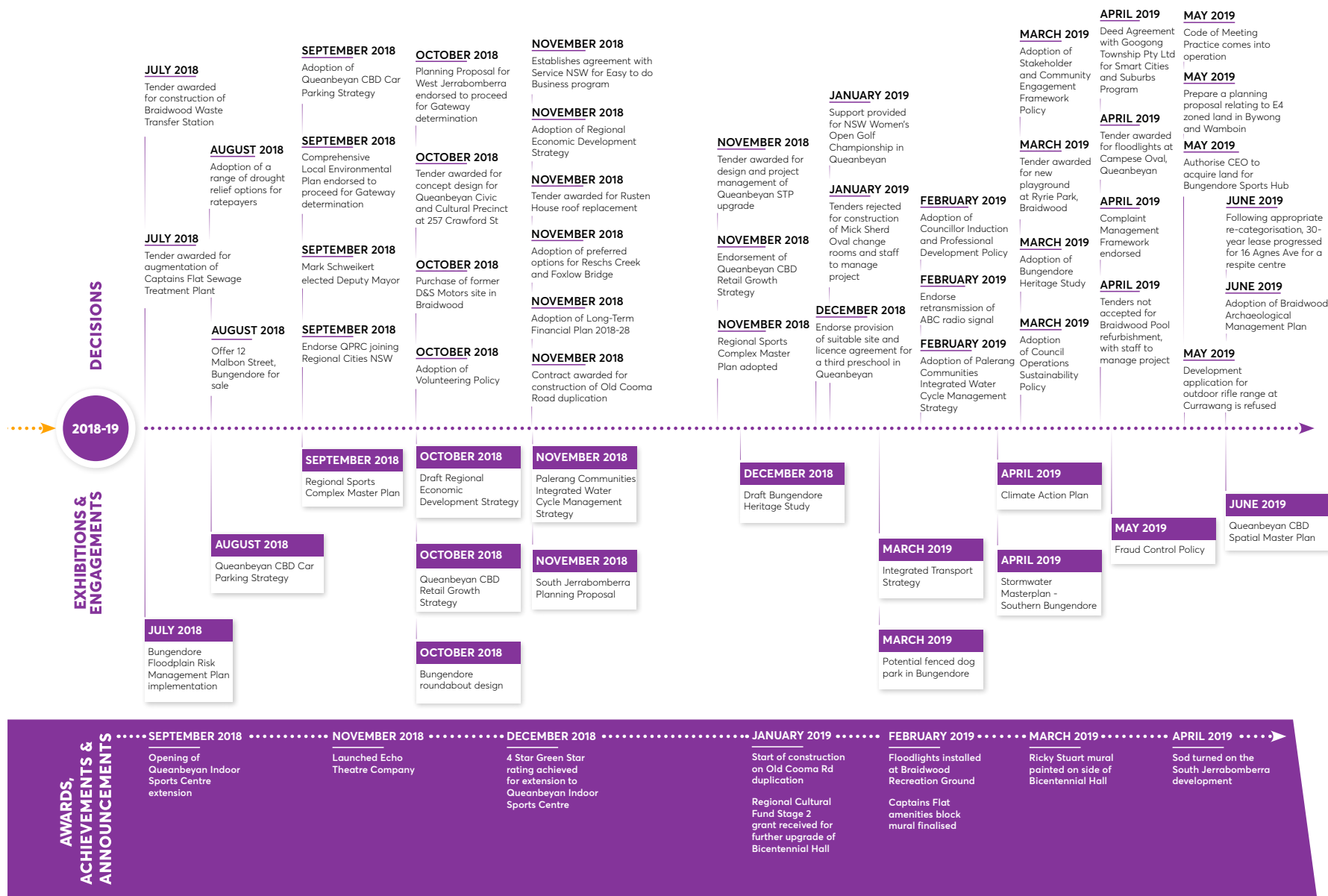
**MAY 2018**  
Draft Delivery Program and Operational Plan

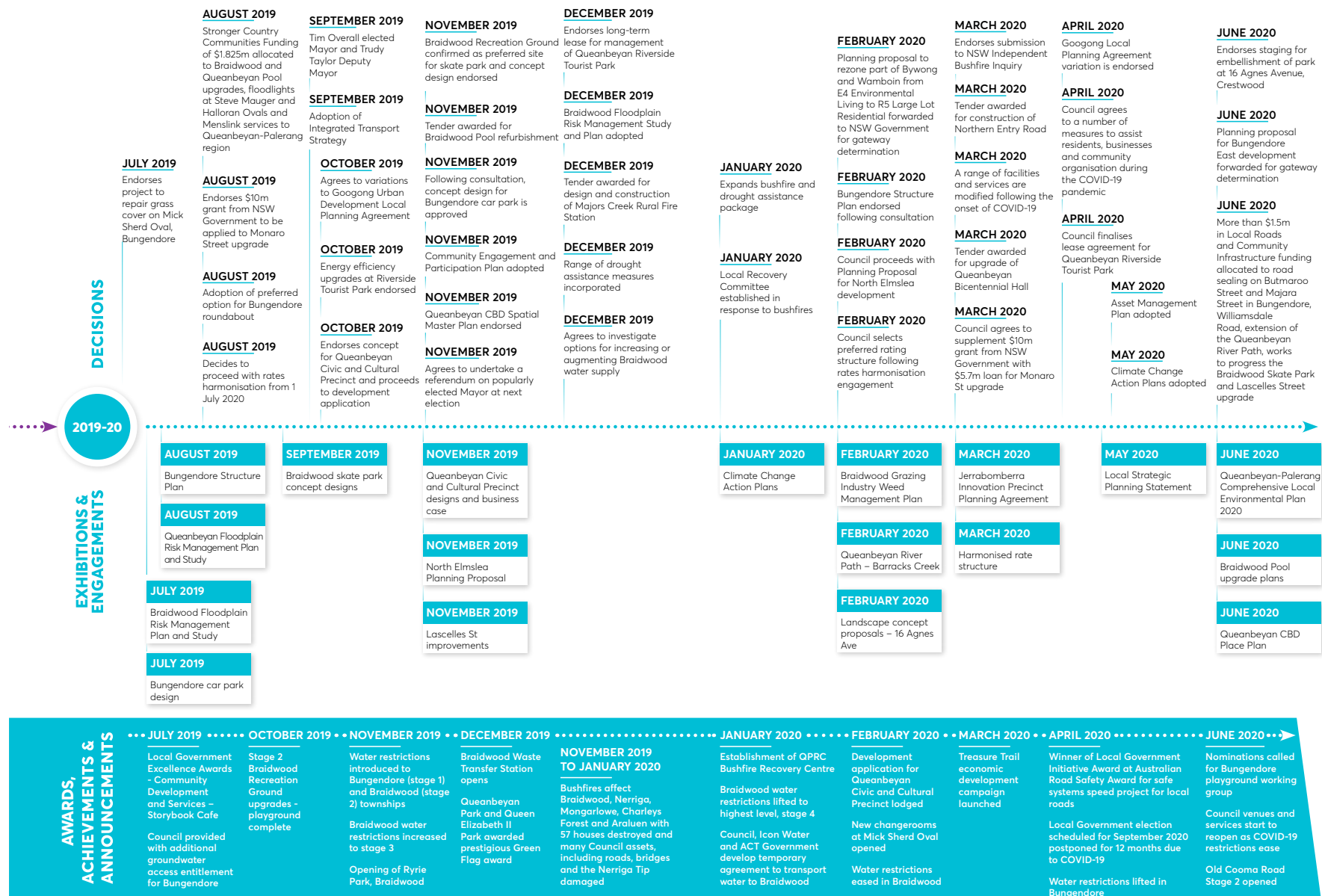
**MAY 2018**  
Jumping Creek Planning Proposal

**MAY 2018**  
Debt Recovery Policy and Financial Hardship Assistance Policy

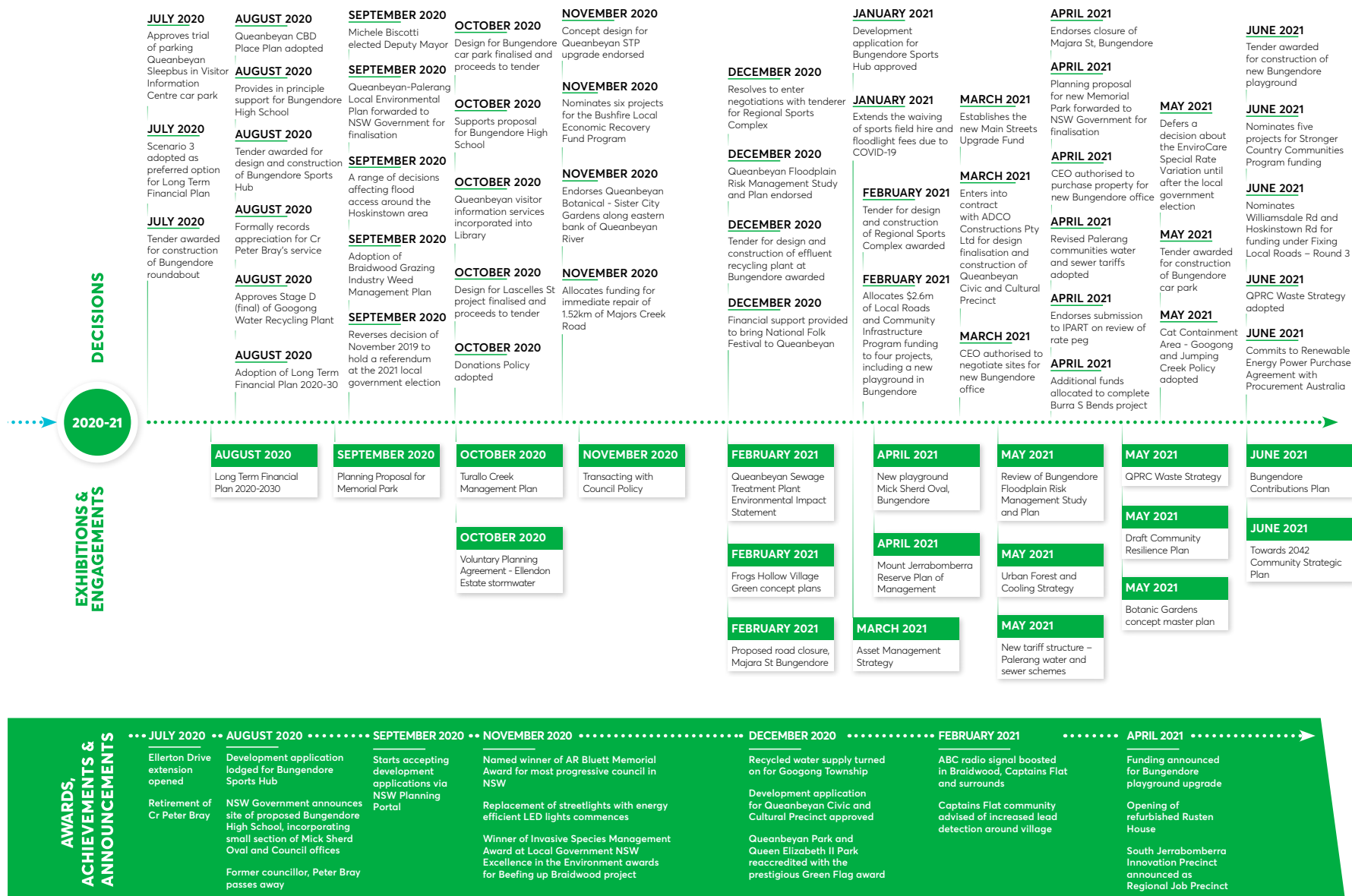
## AWARDS, ACHIEVEMENTS & ANNOUNCEMENTS

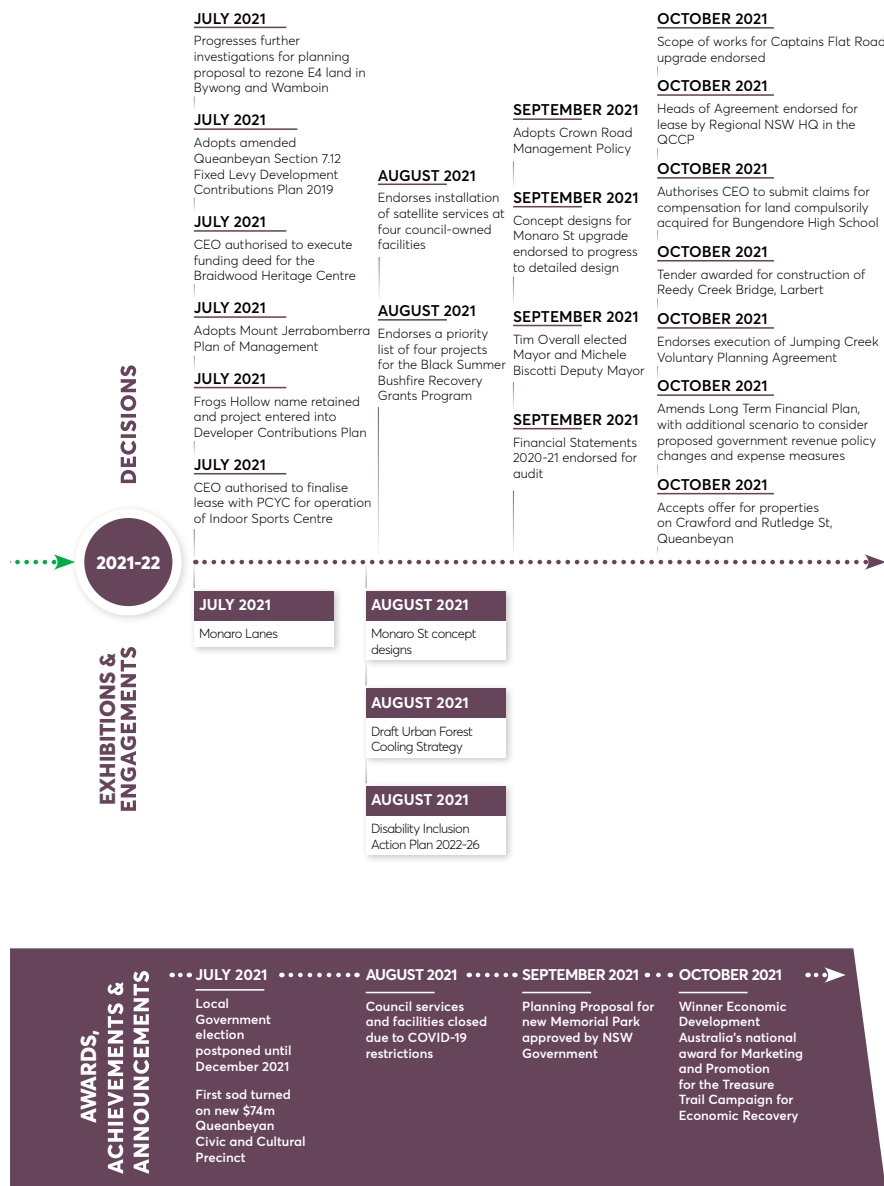
- OCTOBER 2017**  
Queen Elizabeth II Park wins Infrastructure Sustainability Council of Australia Impact Award
- NOVEMBER 2017**  
Opening of Stage 2 of the Queanbeyan Honour Walk
- DECEMBER 2017**  
Ellerton Drive extension construction commences  
Nerriga Rd upgrade project commences
- JANUARY 2018**  
Opening of new wet play area at Queanbeyan Aquatic Centre
- APRIL 2018**  
Storybook Cafe youth employment/training initiative launched at Queanbeyan Library
- MAY 2018**  
Places + Spaces Initiative launched with pop-up retail space in Monaro Street and activation event in Blacksmiths Lane
- JUNE 2018**  
Highly Commended for the Community Partnerships and Collaboration (Population under 60,000) award for Queanbeyan's Music by the River  
Highly Commended for the Special Project (Population under 60,000) award for the Summer Activation Community Events
- JUNE 2018**  
Finalist in the Local Economic Contribution (Population under 60,000) award for the Go Local, Grow Local Programme  
Winner of the Asset Management and Infrastructure Initiative Projects under \$1.5million award for Apex Park











## A R Bluett Memorial Award



Presentation of the A R Bluett Memorial Award - December 2020

At the Local Government NSW Annual Conference in November 2020, QPRC was named the most progressive and innovative metropolitan or regional council in New South Wales as the winner of the A R Bluett Memorial Award.

This award was the culmination of years of hard work, recognising the success since the merger in 2016 and acknowledging the accomplishments in the transformation journey that Council has been on.

The Bluett Award recognised QPRC's commitment to strategic planning, financial sustainability, innovation, continuous improvement and community engagement.

Our award submission highlighted the work that was done early in the merger to develop the first Community Strategic Plan for QPRC, bringing together a diverse and growing region and setting out the community's aspirations for the next 10 years.

Some of the projects featured in the submission were the Ellerton Drive extension, Old Cooma Road duplication, the upgrade of Nerriga Road and the new playground at Ryrie Park, Braidwood. The submission also noted the significant strategic planning that led to the Bungendore Structure Plan as well as developing the master plan and continuing the ongoing work on the Queanbeyan CBD Transformation.

We also highlighted the community and business support that Council provided in response to the devastating bushfires of 2019-20 as well as a focused tourism development campaign and the digital transformation of the organisation.

The A R Bluett Memorial Awards were established in 1945 to recognise the greatest relative progress of high-achieving councils in NSW. They commemorate Alfred Robert Bluett, who served 30 years as the secretary and solicitor to the Local Government and Shires Associations of NSW and whom was instrumental in drafting the state's first Local Government Act in 1919.



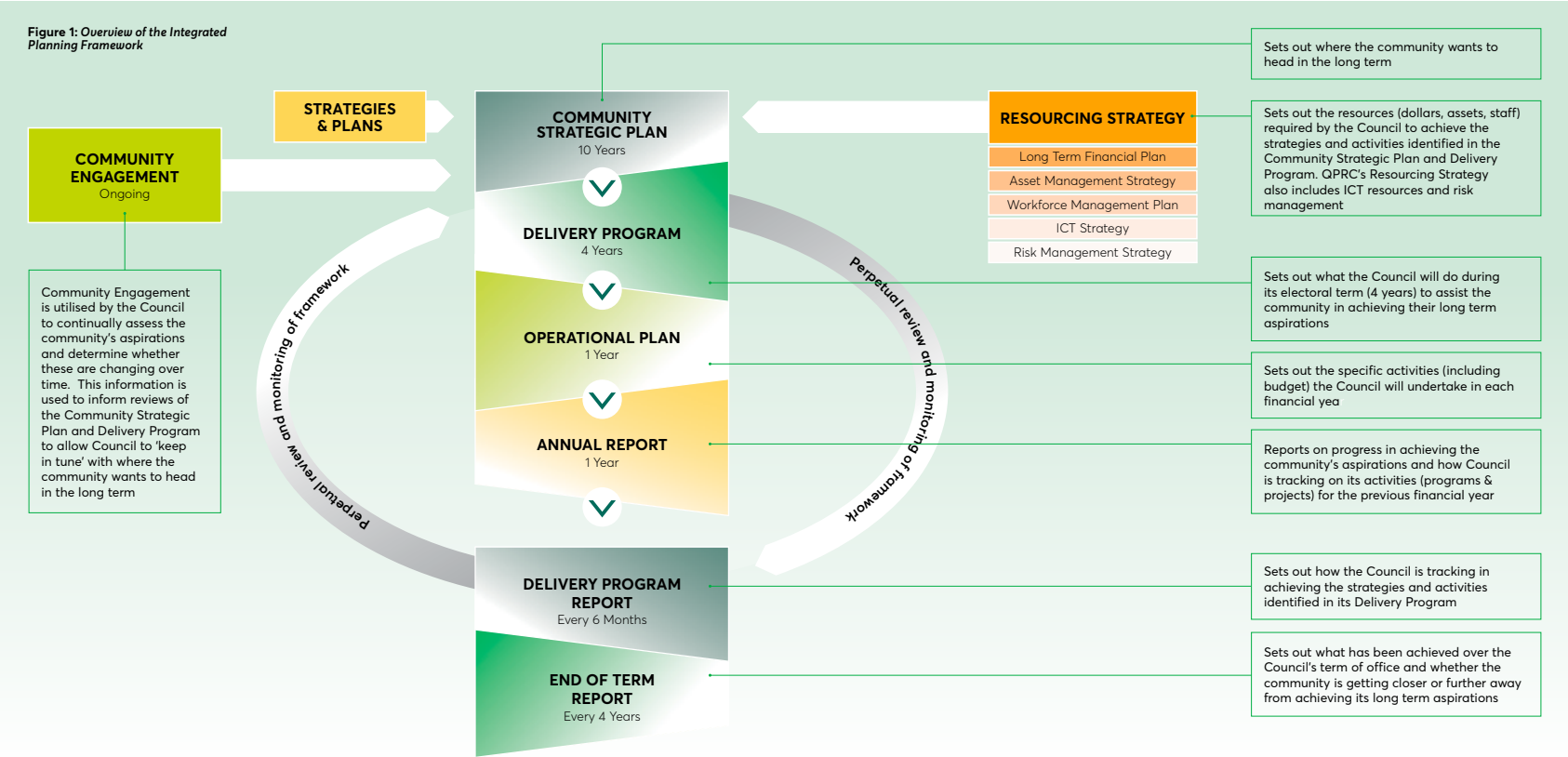
# 4 Integrated Planning and Reporting Framework

The Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable and responsive local government sector. All NSW councils were required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the 4 year electoral term of each council) and an Operational Plan (which looks at yearly activities to be undertaken). These plans are informed by a Resourcing Strategy that is made up of a Long Term Financial Plan, a Strategic Asset Management Plan, and a Workforce Plan, as well as ICT and Risk

Management strategies.

The first Delivery Program for Queanbeyan-Palerang Regional Council only covered a three year period (1 July 2018 - 30 June 2021). This is because QPRC was one of a number of newly merged councils which had their electoral cycle impacted by the local government reform process. Once this three year period is completed QPRC's Integrated Plans, as well as those of the other newly-merged councils, will come back into alignment with the planning cycle of the non-merged councils.

Integrated Planning places a strong emphasis on the community being regularly informed on progress with achieving their community vision and long term aspirations. This is provided through regular reporting on the Delivery Program (every six months), the production of an Annual Report, major project updates through Council's communication channels and the production of an End of Term Report. Figure 1 sets out the relationship of the various plans.



## QUEANBEYAN-PALERANG Our Vision – Our Future

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

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

### Our Strategic Pillars

During 2016-17 Council sought the views of the community to ascertain what they want to see happen in the region over the long term. The Community Strategic Plan provides a comprehensive overview of this engagement process. The community engagement exercise asked the Queanbeyan-Palerang community to identify their long-term aspirations for the region. This is set out in their Vision of what they want our region to be within the next 10 years and a series of aspirational statements (which set out specific desires within the quadruple bottom-line of community, economy, environment

and leadership as well as infrastructure). These align well with the strategic pillars of Community, Choice, Character, Connection and Capability.

QPRC has joined seven of the Canberra Regional Joint Organisations to develop a Regional Community Strategic Plan (CSP) for 2022-32. The Regional CSP will include individual chapters for each Local Government Area and will be presented to the newly elected Council in early 2022, prior to public consultation.





## 5 Our Councillors

Following the merger in 2016, Tim Overall, the former Mayor of Queanbeyan City Council was appointed Administrator of Queanbeyan-Palerang Council until September 2017 when the first election of the new Council was conducted.

As outlined in the proclamation of QPRC, residents were to elect 11 councillors for the new Council, with those 11 councillors to elect a Mayor and Deputy Mayor at the first meeting of the new Council.

Following the election in September 2017, the following councillors were elected (in order of election):

- Tim Overall
- Brian Brown
- Mark Schweikert
- Trudy Taylor
- Peter Bray
- Trevor Hicks
- Kenrick Winchester
- Michele Biscotti
- Peter Marshall
- Pete Harrison
- Radmila Noveska

Of the 11 councillors elected, five were councillors on the former Queanbeyan City Council and four were councillors on the former Palerang Council, with two serving their first term as a councillor.

At the first meeting of Council on 20 September 2017, Cr Tim Overall was elected Mayor for the two-year period. Cr Trevor Hicks was elected Deputy Mayor for a one-year period.

The following elections within Council were made during the term:

- September 2018 – Deputy Mayor, Cr Mark Schweikert
- September 2019 – Mayor, Cr Tim Overall. Deputy Mayor, Cr Trudy Taylor
- September 2020 – Deputy Mayor, Cr Michele Biscotti
- September 2021 – Mayor, Cr Tim Overall. Deputy Mayor, Cr Michele Biscotti



### Cr Peter Bray

In July 2020, Cr Peter Bray announced his retirement due to ill health following 12 years of service to the community.

Sadly, Cr Bray passed away from his illness in August 2020.

Cr Bray was first elected to Queanbeyan City Council in 2008 and was subsequently elected to represent the Queanbeyan and Queanbeyan-Palerang communities in 2012 and 2017.

Cr Bray was elected Deputy Mayor for four consecutive one-year terms and also served on the Local Representation Committee while QPRC was under administration.

In reluctantly submitting his letter of retirement on 22 July 2020, Cr Bray stated he had "thoroughly enjoyed playing a constructive part in the achievements of the former Queanbeyan City Council and the wonderfully successful Queanbeyan-Palerang Regional Council. I extend my best wishes to the Mayor, my fellow Councillors and to all the staff and wish everyone all success in delivering on our many community based priorities and programs and in continuing to prevail over the ever present challenges that will inevitably lie ahead."

Cr Bray's commitment to the community was honoured with the naming of the Peter Bray Memorial Walk around Lake Jerrabomberra in Queanbeyan.



2017 elected Council - pictured above from left to right are - (top row) Cr Kenrick Winchester, Cr Michele Biscotti, Cr Mark Schweikert, Cr Pete Harrison, Cr Brian Brown, Cr Peter Marshall, Cr Peter Bray AM (front row) Cr Trudy Taylor, Cr Trevor Hicks, Cr Tim Overall, Cr Radmila Noveska



## 6 Organisation Summary

Queanbeyan-Palerang Regional Council is the local government area's largest employer with around 530 total employees employed across Queanbeyan, Bungendore, Braidwood, Nerriga and Captains Flat.

During the term of the elected Council, the senior management team at Queanbeyan-Palerang Regional Council was relatively consistent with the only change occurring with the Portfolio General Manager, Organisation Capability.

From a staffing point of view, the organisation outlined a three-staged approach to its structure following the merger. Following on from the merger in 2016, an interim organisational structure was implemented to essentially 'stitch together' the two former organisations to continue service delivery across the region. As the organisation settled down and Council's priorities were determined, the transitional structure was put in place. In implementing the structures, Council was required to be mindful of the staff protections in the *Local Government Act* which required Council to retain staffing numbers at Bungendore and Braidwood and ensure there were no forced redundancies. On top of that, Council aimed to keep staffing numbers in line with the industry standard of 7.5 staff members per 1,000 residents.

At the time of merger, QPRC had 405 full time equivalent staff members, with 513 total employees.



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

Table 1. Full time equivalent per year, by location

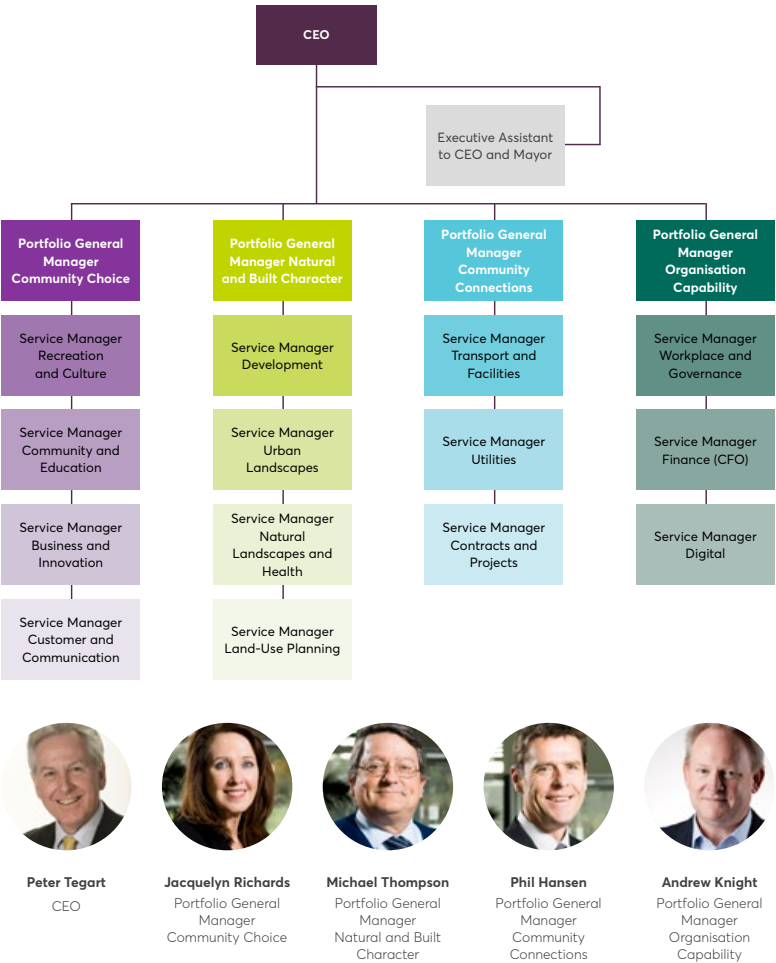
By 2020-21, the full time equivalent staff numbers had grown to 460 with around 530 total employees. The majority of growth was a result of labour hire and casual roles being converted to permanent positions in accordance with the Award and conversion of redundant roles to accommodate growth with development, infrastructure, facilities and open spaces and new services around tourism, greenfield land release, business support, grants, events and communications. This growth in employees was proportionally matched by a growth in population from 56,032 to 62,239 (estimated residential population) in 2020-21.

Over the next four years, we expect to grow our workforce by another 40 full time equivalent staff members, largely in our Natural and Built Character and Community Connections portfolios to ensure we keep up to the demand being seen in our planning and infrastructure services.

Of that growth in staff members, we will continue to focus on employing cadets, trainees and apprentices to ensure we tackle the challenge that our ageing workforce presents. Over the next four years, we expect to have 50 trainees, cadets or apprentices which will get us to our target of 10% of our workforce being employed under those arrangements.

### Council's Organisational Structure

Council's staff is organised around a **portfolio structure** which aligns with the Strategic Pillars identified within the Community Strategic Plan. These Strategic Pillars are **Community, Choice, Character, Connection and Capability**. The CEO heads the Executive Team consisting of four Portfolio General Managers who in turn are responsible for managing 14 Service Managers (reduced from 16 at time of election) who deliver services, programs and projects aligned to the Strategic Pillars.



### Financial Overview

Following the merger, Council undertook a stocktake of its finances, with a number of pieces of work coming together to allow the review of the previously adopted Long Term Financial Plan. The reviewed Long Term Financial Plan was adopted in November 2018 and followed the adoption of the Financial Strategy and Asset Strategy in 2017. These strategies were developed based on the Asset and Financial Sustainability Review undertaken by GHD and Professor Percy Allen.

Council's Delivery Program was based on the implementation of the 'responsible scenario' that was included in the Long Term Financial Plan.

The responsible scenario includes:

- Increases in line with CPI
- Adoption of the debt and capital plan
- Land sales
- Dividends from the Queanbeyan water and sewer funds
- 100% asset renewals
- Improved unrestricted cash levels to \$2m
- Additional merger funding and revised user charges
- Meet all financial principle ratios

Council's ability to achieve the goals of the Long Term Financial Plan were impacted by a number of factors between 2018-20, including:

- Impacts of natural disasters – fire and floods
- Impact of COVID-19 pandemic – more than \$3.6m in lost revenue
- 15% growth in value of assets and in turn increased depreciation due to
  - high number of Government grants for new infrastructure
  - new assets from developments
- Dividends from water and sewer funds not realised
- Rate peg lower than anticipated in Long Term Financial Plan
- NSW Government's rate path freeze following merger
- Expansion in service levels across LGA

The table below shows Council's progress against the financial benchmarks set by the Office of Local Government.

Measure	Benchmark	2018-19	2019-20	2020-21
Own source revenue	>60%	62.37%	53.21%	50.78%
Operating performance	0.00%	0.39%	5.19%	3.11%
Unrestricted current ratio	>1.5x	2.5x	1.34x	1.57x
Debt service ratio	>2.00x	6.64x	6.40x	3.84x
Infrastructure backlog ratio	<2%	2.6%	3.2%	1.1%
Infrastructure renewal ratio	>100%	86.2%	144.2%	129.9%

With the above taken on board, Council will be reviewing its Long Term Financial Plan prior to 30 June 2022 and will include actions and strategies to deliver a financially sustainable future for QPRC.

### Rates harmonisation

Following the merger, the NSW Government determined that councils were unable to harmonise their rates structures within the first four years. During 2019-20, Council engaged heavily with the community to select a preferred rating structure to take effect from 1 July 2020.

Throughout the harmonisation process, the community reference panel and Council considered the following critical factors:

- Long term revenue requirements to meet the financial sustainability criteria
- Mix of revenue from rates, annual charges and user fees and charges
- Relative similarities and differences in the current rating structures and how changes will impact ratepayers
- The principles of equity, simplicity and efficiency for a new revenue strategy.

On average, the harmonisation of rates saw decreases in the following rating categories

- Residential:
  - Braidwood, Googong, Rural, urban fringe Palerang, Captains Flat,
- Business
  - Jerrabomberra, Queanbeyan, Rural, Captains Flat
- Farmland
  - Palerang

Increases were experienced in the following rating categories:

- Residential
  - Bungendore, Jerrabomberra, Queanbeyan, Queanbeyan strata, urban fringe Queanbeyan.
- Business
  - Braidwood, Bungendore, Googong, Queanbeyan CBD, Queanbeyan industrial.
- Farmland
  - Queanbeyan

### Changes to average rates and charges 2018-19 - 2021-22

Example property	Valuation 2016	2018-19			Valuation 2019	2021-22			\$ Change	% Change
		General Rates	Water, sewer, waste, stormwater charges	2018-19 Rates Notice		General Rates	Water, sewer, waste, stormwater charges	2021-22 Rates Notice		
Residential Queanbeyan	\$238,000	\$1,206	\$1,246	\$2,452	\$266,000	\$1,312	\$1,439	\$2,751	\$299	12.1%
Residential Jerrabomberra	\$277,000	\$1,353	\$1,246	\$2,599	\$389,000	\$1,725	\$1,439	\$3,164	\$565	21.7%
Residential Googong	\$247,000	\$1,550	\$1,503	\$3,053	\$298,000	\$1,491	\$1,721	\$3,213	\$160	5.2%
Residential Queanbeyan Rural	\$467,000	\$1,143	\$569	\$1,712	\$552,000	\$1,355	\$678	\$2,033	\$321	18.75%
Residential Bungendore	\$283,000	\$979	\$2,233	\$3,212	\$290,000	\$1,005	\$2,391	\$3,396	\$184	5.7%
Residential Braidwood	\$244,000	\$910	\$2,233	\$3,143	\$165,000	\$735	\$2,391	\$3,126	-\$17	-0.5%
Residential Captains Flat	\$106,000	\$665	\$2,233	\$2,898	\$99,300	\$554	\$2,366	\$2,920	\$22	0.7%
Residential Palerang Rural	\$315,985	\$1,038	\$442	\$1,440	\$317,000	\$939	\$406	\$1,345	-\$95	-6.5%
Business Queanbeyan CBD	\$532,000	\$10,070	\$1,465	\$11,535	\$309,000	\$6,266	\$1,510	\$7,776	-\$3,759	-32%
Business Queanbeyan General	\$540,000	\$7,527	\$1,340	\$8,867	\$455,000	\$6,374	\$1,231	\$7,605	-\$1,262	-34%
Business Queanbeyan Industrial	\$401,870	\$3,592	\$4,119	\$7,711	\$333,000	\$3,140	\$1,548	\$4,688	-\$3,023	-39%
Business Googong	\$413,000	\$9,306	\$4,289	\$13,595	\$614,400	\$11,794	\$1,780	\$13,574	-\$21	-0.1%
Business Jerrabomberra	\$681,000	\$15,014	\$4,319	\$19,333	\$1,190,000	\$15,929	\$4,709	\$20,638	\$1,305	6.75%
Business Bungendore	\$353,000	\$1,069	\$2,251	\$3,320	\$393,000	\$1,116	\$2,217	\$3,333	\$13	0.3%
Business Braidwood	\$171,000	\$726	\$2,251	\$2,977	\$219,000	\$808	\$2,183	\$2,991	\$14	0.4%

	2018-19	2021-22	Change	% change
Rates assessments	26,399	27,531	1,132	4.2%
Rates income	\$35,946,165	\$40,441,376	\$4,495,211	12.5%

Rate peg increase	2018-19	2019-20	2020-21	2021-22
	2.3%	2.7%	2.6%	2%

Waste charges were harmonised from July 2021, with water and sewer charges scheduled from July 2022.



Asset data\*

Asset class	17-18 value (\$,000)	20-21 value (\$,000)	Asset condition									
			1		2		3		4		5	
			17-18	20-21	17-18	20-21	17-18	20-21	17-18	20-21	17-18	20-21
Buildings	118,707	150,561	19%	11%	42%	42%	34%	36%	5%	10%	0%	1%
Roads	805,532	1,150,826	75%	80%	12%	10%	11%	9%	2%	1%	0%	0%
Water supply network	155,905	233,937	33%	15%	37%	38%	29%	39%	1%	8%	0%	0%
Sewerage network	241,318	272,433	52%	25%	16%	37%	21%	31%	8%	7%	3%	0%
Stormwater drainage	175,678	200,418	68%	29%	22%	40%	3%	20%	0%	4%	7%	7%
Swimming pools	4,356	8,402	0%	0%	0%	70%	82%	15%	18%	15%	0%	0%
Park structures	41,941	33,460	44%	24%	48%	64%	7%	10%	1%	2%	0%	0%
Total assets	1,543,437	2,050,037	61%	52%	20%	25%	15%	19%	3%	4%	1%	1%

Asset condition assessment

#	Condition	Description
1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

\*These figures are subject to finalisation of the audit of the 2020-21 asset revaluation.



Ryrie Park, Braidwood



## 7 Drought, bushfire, flood and COVID-19

During the Council term a number of unforeseen emergencies impacted the organisation's ability to deliver services and programs and its financial position. The impact of drought, bushfire, flood and COVID-19, along with Council's initial and ongoing response, is provided below.

### Drought

Following an extended period of below average rainfall, QPRC introduced water restrictions in Braidwood and Bungendore in November 2019.

This was the first time since 2010 that Braidwood and Bungendore had been placed on water restrictions.

Initially, Braidwood was placed on Stage 2 water restrictions which encouraged residents to reduce their water consumption by 25%. Bungendore was placed on Stage 1 restrictions which called for a 10% reduction in consumption.

As water supply deteriorated, Council increased Braidwood to Stage 3 water restrictions in November and Stage 4, the highest level under the current policy, in January 2020.

With the real possibility of Braidwood running out of water, Council, Icon Water and the ACT Government developed a temporary agreement to truck water from Canberra to Braidwood if required. Initially Council trucked water from Bungendore for several weeks until the Shoalhaven River received some healthy rainfall. Council resolved to accelerate planning options to increase storage capacity for Braidwood.

Water restrictions were not required in Captains Flat, with storage remaining healthy, while the Queanbeyan urban area, including Googong, follows the advice of Icon Water which did not implement water restrictions. Residents however were encouraged to be mindful of their water usage and follow the permanent water conservation measures.



Braidwood off-river storage dam  
January 2020

With drought affecting many residents in the Local Government Area, Council provided the following support:

- Opportunity for owners of farmland properties to defer their rate payments over two years
- Financial relief to eligible farmland property owners and occupiers where action is required regarding high priority weed infestations
- Access to town water from the Bungendore, Captains Flat and Braidwood water supplies for eligible farmland properties, limited to 1000 litres per day. Access from Braidwood was removed when water restrictions were enforced.

A range of State and Federal Government assistance packages were promoted on Council's website.

### Bushfire impact and response

The eastern parts of the Local Government Area, specifically around Braidwood, Nerriga, Mangarlowe, Charleys Forest and Araluen were severely impacted by bushfires between November 2019 and January 2020.

As a result, 57 houses were destroyed around the Nerriga and Araluen region in December 2019 and many Council assets, including roads, bridges and the Nerriga Tip were damaged.

Various Council resources (staff and plant) assisted the RFS during the fire emergency and as part of the clean up. Council staff joined with 10 other bushfire-impacted LGAs and state agencies in the south east, setting up a Regional Recovery Committee, overseeing waste clean-ups, infrastructure restorations and fast tracking changes to planning laws to enable site clearing and temporary accommodation.

Council established a Bushfire Recovery Centre in Braidwood which continues to operate. The Recovery Centre has been funded by Government grants and is manned by a Local Community Recovery Coordinator, a Rural Support Officer and a Mobile Recovery Administration Officer. Earlier, the centre was also occupied by an Economic Development Officer and part-time Community Development Officer, along with representatives of other support agencies.

The Bushfire Recovery Centre was responsible for, or involved with:

- meeting with affected residents
- arranging community outreach meetings
- progressing a Resilience Plan
- communicating with local residents via radio, social media and other forms of media
- developing a podcast

- regional cooperation
- Food for Thought Community Food Van events in Reidsdale, Araluen, Gundillion, Majors Creek, Bombay, Nerriga and Mongarlowe.

Council also activated its Local Recovery Committee (LRC), headed by Mayor Tim Overall and involving a number of community and agency members. The Committee oversaw the development of a local recovery action plan in turn guiding priority actions and funding from Federal and State grants.



"Food for Thought" Community Food Van event  
September 2021

Other initiatives included:

### BlazeAid

Based at the Braidwood Showground with outreach into Nerriga, this group of volunteers has replaced hundreds of kilometres of rural fencing, and together with young backpackers, has been instrumental in keeping properties and stock safe, and connecting with landholders.

### Treasure Trail Campaign

An advertising campaign developed (at no cost) to reinvigorate the region, especially the bushfire impacted areas. The launch was impacted by COVID-19 in March 2020, however it has since been recognised with national awards and the launch of a dedicated app in 2021 will assist the regional rebuild following the COVID-19 lockdown.



Treasure Trail Campaign launch  
March 2020

### BizRebuild Group

A not-for-profit organisation with a Trust set up to assist bushfire recovery by providing vouchers (\$1-\$2k) for 'retooling' and the other that looks at refurbishing infrastructure such as local community halls.

### Bushfire Inquiries

Council lodged submissions reflecting local and regional issues to the NSW and Commonwealth inquiries into the bushfires.

### Council support

Council introduced a number of support measures to assist drought and fire affected residents, including:

- Donating \$15,000 to the Braidwood Community Help Fund. This will be distributed to farming families affected by drought and bushfires and support BlazeAid
- Fund hire fees of the Braidwood Showground for the duration of the BlazeAid operation
- Holding a social event for farmers
- Waive Braidwood Saleyards fees
- Extend the Farm Focus Business Development Program
- Subsidise works related to fire and dam reinstatement
- Reviewing the Financial Hardship and Assistance Policy to enable extension of automatic hardship relief for farmland rate assessments for 2020-21.
- Continue with advocacy to the Australian Government to increase the FAG annual allocation
- Consider staff resources in next Delivery Program to assist control in biosecurity weeds
- Lobby government for relaxation of eligibility criteria for farm subsidies and reduction in red tape that impacts ability to harvest water for farm dams.

State and Federal Government funding has been received since the bushfires. At its meeting on 22 January 2020, Council agreed to utilise the \$1m in bushfire assistance from the Federal Government to:

- Offset assistance measures such as, waiving fees at the Braidwood Showground, subsidising private works relating to dam clearing, waste disposal fees, development application and inspection fees and rates rebates - estimated \$300,000
- Fit out the recovery centre and arrange repairs to Braidwood evacuation centre and recovery camp at Showground - estimated \$50,000
- Recruit a fixed-term local bushfire recovery coordinator - estimated \$100,000
- Recruit a fixed-term economic development officer and provide business support in affected area - estimated \$175,000

- Initiate a TV advertising campaign to help restore local economies in Braidwood and Bungendore - estimated \$25,000
- Second a community development officer to engage with community to restore and build resilience in affected communities - estimated \$150,000
- Provide financial support for local wildlife recovery groups - \$10,000
- Hold balance in reserve for unfunded infrastructure repairs - estimated \$190,000

Other grants were competitively won through the Bushfire Community Resilience and Economic Recovery Fund Phase 1 (\$250,000); Regional Tourism Bushfire Recovery Grants Scheme - Stream 1 (\$30,000); Regional Tourism Bushfire Recovery Grants - Stream 2 (\$100,850); Regional Event Fund (\$10,000).

#### Emergency works – flood and bushfire

The cost of emergency works has been more than \$11.5m, with the bulk of this cost to be funded through Commonwealth – State Disaster Recovery Funding Arrangements (DRFA).

In addition to emergency works completed in the current year, Council has taken stock of the damage incurred to its infrastructure and estimates the total repair work to be undertaken over the next 12 months to be \$28m. This includes approximately \$16.6 million damage to local roads caused by fire, and \$11.4 million caused by flooding. Council is finalising a claim for funding from the DRFA.



Flood damage on Neringla Road  
August 2020



Temporary repair to restore access (Neringla Road)  
August 2020

#### COVID-19 response

Just as the organisation was emerging from the drought, bushfire and flood emergencies, it was hit with the COVID-19 pandemic in March 2020.

The Public Health Orders (PHOs) implemented by the NSW Government to protect the health and safety of residents impacted Council significantly between March-June 2020 and again between August-October 2021.

The PHOs effectively resulted in the closure of all of Council's customer-facing services, including pools, indoor sports centres, community centres, The Q and Bicentennial Hall, customer service and the library. While face-to-face service was unavailable, Council was able to continue to provide a level of service via click and collect and home delivery via the library and live chat with customer service staff.



Library staff preparing for Click-and-Collect services  
March 2020

Throughout the pandemic, Council worked closely with the ACT Government and Cross Border Commissioner to advise of the challenges our residents and staff were experiencing as a border community. We also worked with the Canberra Region Joint Organisation and other member councils to develop a Pandemic Management Policy and internally developed a COVID Safe Plan.



Council meetings held remotely  
October 2021

#### Financial impact

Financial impacts were felt by Council through:

- Increase in ratepayers experiencing financial hardship and deferring rate payments resulting in longer outstanding rates ratios
- Loss of income from businesses such as The Q, aquatic centre and pools, indoor sports centre and other community facilities that were closed
- Reduction in revenue from hiring of community centres and facilities and parking infringements
- Leave for staff who were employed in closed down facilities/services
- Reduced income from investments.

The closure of Council's customer-facing services and reduction of sportsfield use had an approximate \$1.5m impact per year on Council's budget, as shown below:

Income source	17-18 (\$,000)	18-19 (\$,000)	19-20 (\$,000)	20-21 (\$,000)	Change from 17-18 %
<b>The Q</b>	1,681	1,453	881	821	-51.15%
<b>Saleyards</b>	255	165	68	86	-66.08%
<b>Swim school</b>	677	792	600	572	-15.53
<b>Aquatic entry fees</b>	421	460	408	322	-23.63
<b>Community events</b>	47	35	36	16	-63.97
<b>Parks and sportsgrounds</b>	63	76	0	6	-89.66
<b>Community halls and facilities</b>	230	218	249	251	9.04
<b>Total</b>	3,377	3,201	2,244	2,077	
<b>Actual change from previous year \$</b>	408	176	956	167	
<b>Actual change %</b>	13.77%	-5.22%	-29.89%	-7.44%	-38.49
<b>Normal income increase – 2.5%</b>		3,462	3,548	3,637	7.69
<b>Lost annual income</b>				1,560	

There were some cost savings across the organisation with the cancellation of business travel and offsite training, but additional costs to provide IT equipment to support working from home arrangements, and allowance for additional community donations including rates and rental rebates in accordance with adopted policies.

#### Community support

Council agreed to a range of measures to assist residents and ratepayers:

- Extend the modified approach to apply for hardship relief to residential and business ratepayers, enabling employees who have lost their jobs and businesses that have closed or have been restricted trade as a consequence of Government orders. That same relief continues to apply for farmland rate properties as a consequence of the drought, and other properties damaged or destroyed as a consequence of the bushfires
- The relief options include deferral of rate instalments and extending regular rate payments over two years, and the waiver of interest charges, under approved payment plans
- Defer the proposed Bungendore and Braidwood stormwater levy (\$20 per year) and associated works by a year
- Work with local service providers for a coordinated COVID/Bushfire neighbourhood program in support of vulnerable members of the community to assist drop offs, call ins and the like

As part of Council's support to the general community, the COVID Kindness initiative was implemented. This saw Council staff work with service groups to ensure that members of the community that needed assistance were pointed in the right direction, delivered through a dedicated call centre and mailbox drops.

#### Reopening

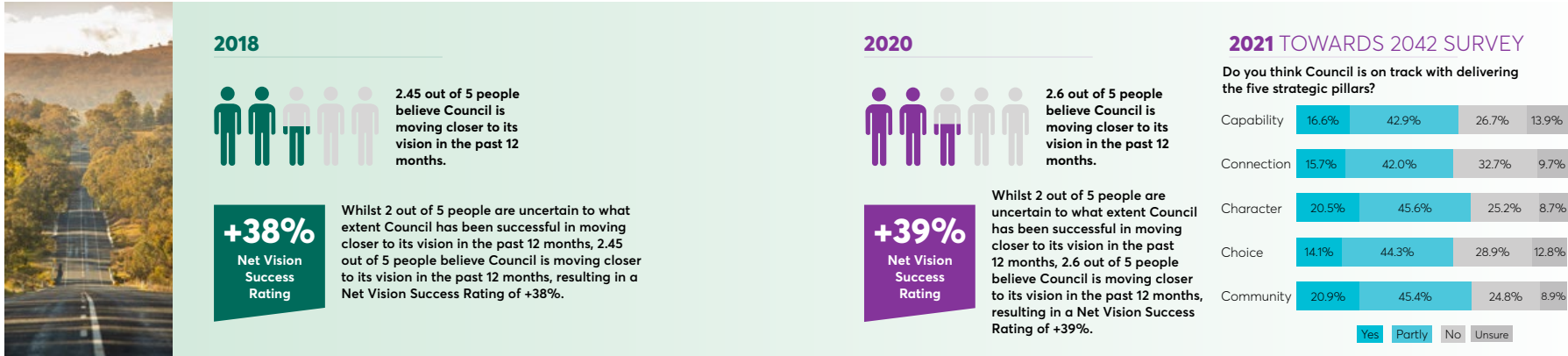
With NSW reaching 70% double vaccination, Council started reopening its facilities in line with the NSW Government's Roadmap for Reopening from mid-October 2021.

# 8 Overall Community Strategic Plan Achievements

## ACHIEVEMENT OF COMMUNITY ASPIRATIONS



## ACHIEVEMENT OF COUNCIL VISION





A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

KEY RESULT AREA | WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:

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

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

Community strategy 1.1

Develop the cultural capacity of the community through the availability and participation in arts, performance and cultural gatherings, events and exhibitions in the Queanbeyan-Palerang region

Projects, Initiatives and Achievements

- Events Strategy and partnerships – attracting new events to Queanbeyan-Palerang, including Oktoberfest, Music by the River
- Rusten House renovations
- Launch of Echo Theatre
- Bicentennial Hall update
- Development of designs and plans for the new Queanbeyan Civic and Cultural Precinct which incorporates The Q and Bicentennial Hall
- Events awards

Ongoing Programs and Services

- The Q
- Bicentennial Hall
- Museums and exhibitions
- Operation of community centres and halls
- Cultural events and programs – NAIDOC Week, Reconciliation Walk, Multicultural Festival

Measures

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

2018 Community Satisfaction Survey



Of those who rated their quality of life as decreased:  
16% due to external factors/finance  
14% due to worsening personal/family wellbeing

2021 Community Satisfaction Survey



Of those who rated their quality of life as decreased:  
16% due to external factors/finance  
14% due to worsening personal/family wellbeing

Key Goal 1.2

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

Community strategy 1.2

Develop the sense of community through the availability and participation in aged, youth, children and indigenous services, and support for disability services in the Queanbeyan-Palerang region

Projects, Initiatives and Achievements

- Establishment of Access Committee
- Draft Reconciliation Action Plan
- QPRC Community Engagement and Participation Plan
- Disability Inclusion Action Plan
- COVID food support program
- Bushfire and COVID support programs

Ongoing Programs and Services

- Expansion of Family Day Care program
- Seniors Week
- Youth Week
- Engagement of PCYC to enhance youth and recreation services in Queanbeyan
- Aboriginal playschool
- Various committees
- NAIDOC week, Reconciliation Walk
- Operation of Axis Youth Centre

Measures

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



2018 Community Satisfaction Survey



2021 Community Satisfaction Survey





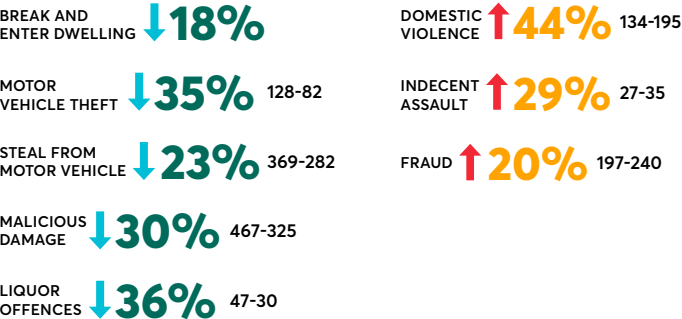
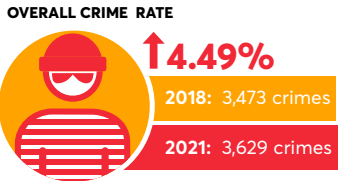
Key Goal 1.3 We are a safe community

Community strategy 1.3
Continue to strengthen community safety and crime prevention partnerships with key stakeholders

- Projects, Initiatives and Achievements
• Smart City and Digital Economy Strategy
• Installation of CCTV and enhanced lighting in Queanbeyan CBD and for events
• Community Safety Strategy
• Crime Prevention Plan
- Ongoing Programs and Services
• Liaison with local Police
• Community development program

Measures

Table with 3 columns: Key Strategy, Indicator, Data Source. Key Strategy: 1.1.3 We are a safe community. Indicator: Crime rates are decreasing. Data Source: NSW Bureau of Crime Statistics and Research.



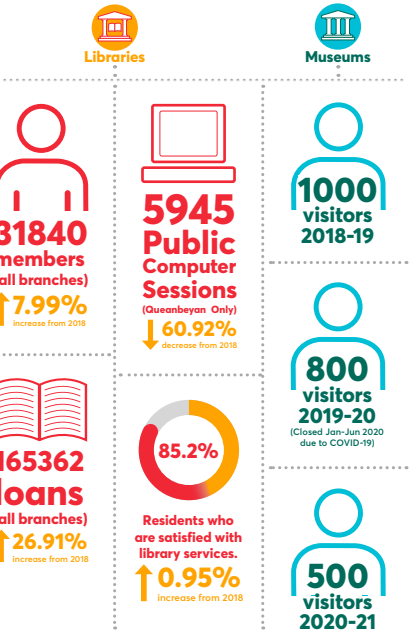
Key Goal 1.4 We are a learning community

Community strategy 1.4
Continue to develop the knowledge capacity of the community through the availability and participation in library, historical and museum services across the region

- Projects, Initiatives and Achievements
• Upgrades to Queanbeyan Library – grant fund
• Designs complete for new library in Queanbeyan Civic and Cultural Precinct
• Establishment and expansion of QPRC mobile library services
• Adaptation for click and collect library services during COVID-19 restrictions in 2020
• Designs finalised for Braidwood Library refurbishment
• Queanbeyan Library refurbishment
• Planning for new Bungendore Library
- Ongoing Programs and Services
• Operation of libraries in Queanbeyan, Bungendore and Braidwood, including
• Children's programs
• Home library service
• Mobile library service
• Adult programs and activities
• Operation of Queanbeyan Museum
• Assistance with Braidwood Heritage Centre project

Measures\*

Table with 3 columns: Key Strategy, Indicator, Data Source. Key Strategy: 1.1.4 We are a learning community. Indicator: Usage of Library and Museums is increasing. Data Source: Library Service Data.



National Simultaneous Storytime at Queanbeyan Library

\*impacted by COVID-19 restrictions

Key Goal 1.5 We have an active and healthy lifestyle

Community strategy 1.5

Support the active recreational, sporting and health pursuits of the community through the availability of facilities and participation in programs and events in the Queanbeyan-Palerang region

Projects, Initiatives and Achievements

- Commencement of Bungendore Sports Hub
- Designs, planning and approvals for Regional Sports Complex
- Braidwood Rec Ground improvements
- Construction of wet play area at Queanbeyan Aquatic Centre
- Extension of Indoor Sports Centre and inclusion of squash courts
- Irrigation and playing surface upgrade, Mick Sherd Oval
- Construction of new changerooms at Mick Sherd Oval
- Preparation of designs for new Braidwood Skatepark
- Upgrades to Braidwood Pool and securing \$1m grant for further upgrades
- Adoption of Sporting Facilities Plan

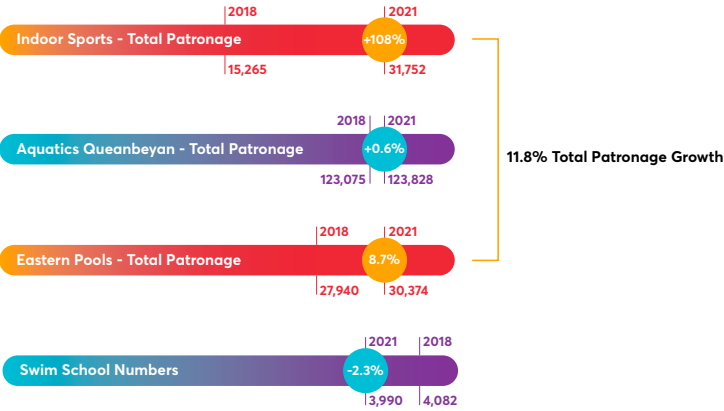
Ongoing Programs and Services

- Operation of Queanbeyan Aquatic Centre and Braidwood, Bungendore and Captains Flat Pools
- Provision and maintenance of sporting fields across the Local Government Area
- Operation of learn to swim programs at pools and Aquatic Centre
- QPRC Sports Council



Measures\*

Key Strategy	Indicator	Data Source
1.1.5 We have an active and healthy lifestyle	Participation rates in recreational programs are increasing	Aquatic Centre/Indoor Sports Centre data Community Satisfaction Survey



\*impacted by COVID-19 restrictions



2  
STRATEGIC PILLAR  
CHOICE

A PROSPEROUS QUEANBEYAN-PALERANG

KEY RESULT AREA | WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:  
*'A diverse, resilient and smart economy that creates choice and job opportunities'*

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

**Community strategy 2.1**  
Develop and support business generation initiatives, CBD Place Management to build economic and employment capability and capacity across Queanbeyan-Palerang

Projects, Initiatives and Achievements

- Progression of Queanbeyan CBD Transformation Strategy, including:
  - Queanbeyan Place Plan
  - Queanbeyan CBD Spatial Master Plan
  - Queanbeyan Car Parking Strategy
  - Queanbeyan CBD Retail Growth Strategy
  - QPRC Digital Economy and Smart Community Strategy
- Obtaining funding for Monaro Street upgrade
- Obtaining funding for laneways upgrade in Queanbeyan CBD
- Planning and approval for Queanbeyan Civic and Cultural Precinct
- South Jerrabomberra Innovation Precinct planning and construction
- Braidwood and Bungendore shop and win initiative
- Queanbeyan Riverside Caravan Park upgrade
- Negotiated NSW Government occupancy in new Queanbeyan Civic and Cultural Precinct
- Deployed Wi-Fi and smart parking in Queanbeyan CBD
- Adoption of Regional Economic Development Strategy
- Googong Smart City project
- Monaro Street and laneways upgrade

Ongoing Programs and Services

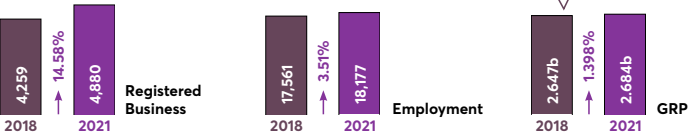
- Business liaison and marketing
- Economic development activities
- Queanbeyan, Braidwood and Bungendore connect meetings
- Participation in Canberra Regional Joint Organisation network meetings
- Smart cities initiatives
- Place activation
- CBD and town centre Christmas promotions



Concept render of the Queanbeyan Civic and Cultural Centre

Measures

Key Strategy	Indicator	Data Source
2.1.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages	Increased activities and improved liveliness in our CBD and rural villages	Business Activity Survey



Key Goal 2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice

**Community strategy 2.2**  
Economic and tourism programs and events promote and enhance the Queanbeyan-Palerang economy and region as a destination of choice adding to the economic vitality of the region

Projects, Initiatives and Achievements

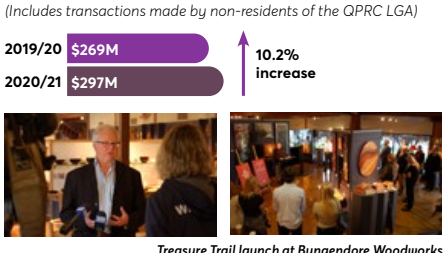
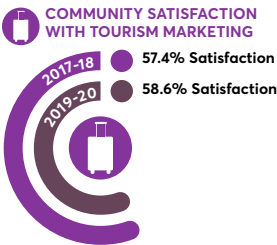
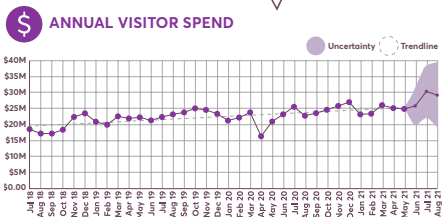
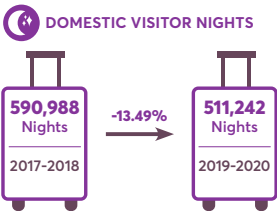
- Treasure Trail campaign
- Tourism Strategy
- Visit QPRC guide
- Tourism service review
- Tablelands Destination branding project
- Participation in CRJO tourism group

Ongoing Programs and Services

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

Measures

Key Strategy	Indicator	Data Source
2.1.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	Increasing trend in tourist visits to the region	NSW Tourism Data





**Key Goal 2.3** Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management

**Community strategy 2.3**  
Manage public and environmental health risk through the determination of applications and monitoring compliance of air, water, food, skin penetration, sewage and cemeteries activities within the Local Government Area

**Projects, Initiatives and Achievements**


- Progression of new QPRC Memorial Park, with Planning Proposal submitted and approved for rezoning of land at preferred site
- South Jerra Innovation Precinct - progressing infrastructure and masterplan

**Ongoing Programs and Services**


- Annual inspection of food and skin penetration premises
- Education of local businesses regarding required food standards
- Inspection of public pools, cooling towers, and private pools and spas
- Operation of cemeteries across the local government area

**Measures**


Key Strategy	Indicator	Data Source
2.1.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management	% of complying businesses within the LGA	QPRC inspection program data

 **HIGH/MEDIUM RISK FOOD INSPECTIONS UNDERTAKEN**

2018/19	175 Inspections
2019/20	174 Inspections
2020/21	169 Inspections

 **COMPLAINTS INVESTIGATED**

2018/19	11 Complaints
2019/20	13 Complaints
2020/21	18 Complaints

 **ENFORCEMENT ACTION TAKEN**

	Warning	Improvement Notice	Penalty Notice	Seizure Notice	Prohibition Notice	Prosecution
2018-19	76	10	1	0	0	0
2019-20	57	13	1	0	0	0
2020-21	52	4	1	0	0	0





3  
STRATEGIC PILLAR  
CHARACTER

A SUSTAINABLE QUEANBEYAN-PALERANG

KEY RESULT AREA | WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:  
*'A clean, green community that cherishes its natural and physical character'*

Key Goal 3.1 We consider the environmental impacts of future development

Community strategy 3.1  
*The region has quality development which supports the sustainable growth*

Projects, Initiatives and Achievements

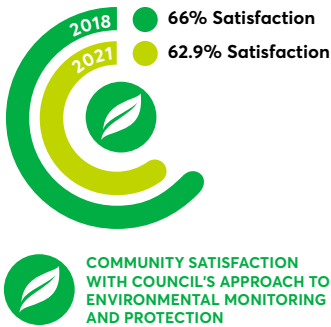
- Local Strategic Planning Statement and implementation of actions
- Comprehensive LEP – Queanbeyan-Palerang Regional Council
- Numerous Planning Proposals
- Review of Plans of Management
- Commence review of Braidwood Heritage Development Control Plan
- Launch of NSW Planning Portal for development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

Ongoing Programs and Services

- Development assessment
- Subdivision assessment
- Building control and inspections
- Local planning agreements
- Land-Use Planning
- New release subdivision support

Measures

Key Strategy	Indicator	Data Source
3.1.1 We consider the environmental impacts of future development	Level of community satisfaction on the state of the Queanbeyan-Palerang environment	Community Satisfaction Survey



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

Community strategy 3.2  
*The region's public places are clean and attractive*

Projects, Initiatives and Achievements

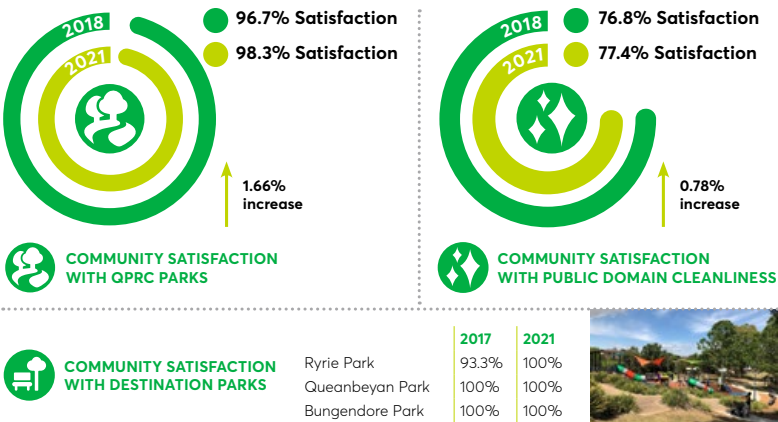
- Green Flag Award
- Ongoing upgrade of Queanbeyan parks and playgrounds from CityCARE Special Rate Variation program
- Upgrade of Ryrie Park in Braidwood
- Design and funding for Bungendore playground initiated
- Start of Queanbeyan Botanical Gardens project
- Addition of special team for Googong urban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

Ongoing Programs and Services

- CBD street cleaning
- Parks and gardens maintenance
- Playground renewal program
- Street tree management
- Graffiti removal
- Maintenance and cleaning of public amenities

Measures

Key Strategy	Indicator	Data Source
3.1.2 Our region's urban landscapes are well managed and maintained promoting community pride	Level of community satisfaction with presentation of urban landscapes	Community Satisfaction Survey

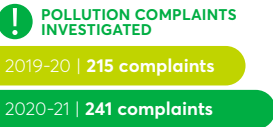
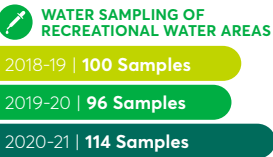


Key Goal 3.3 Our natural landscapes and water resources are sustainably managed

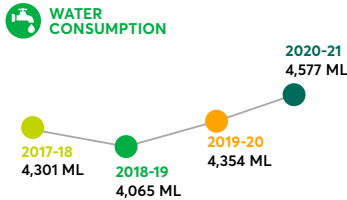
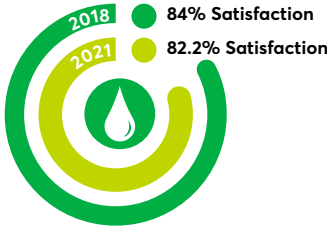
Community strategy 3.3
The land, vegetation and waterways of the region are managed in an integrated manner

- Projects, Initiatives and Achievements
- Water restrictions in Braidwood and Bungendore
- Permanent water conservation measures
- Increased water supply licence for Bungendore
- Public Works Review of Braidwood water supply
- Beefing up Braidwood weed control
- Palerang Integrated Water Cycle Management (IWCM) Plan adopted
- Queanbeyan IWCM Plan drafted
- Ongoing Programs and Services
- Development of Catchment Management Plans
- Biosecurity weed control
- Biosecurity weed education, inspection and enforcement
- Environmental protection and compliance
- Onsite Sewage Management Systems
- Environmental Education

Measures table with 3 columns: Key Strategy, Indicator, Data Source. Key Strategy: 3.1.3 Our natural landscapes and water resources are sustainably managed. Indicator: Water quality in our waterways is improving, Level of water consumption in urban areas is decreasing. Data Source: Water quality sampling program, Water consumption reports.



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

Community strategy 3.4
The community applies good environmental practice in their activities

- Projects, Initiatives and Achievements
- QPRC Community Climate Change Action Plan
- QPRC Council Operations Climate Change Action Plan
- QPRC Waste Strategy
- Design of Queanbeyan Civic and Cultural Precinct, Queanbeyan Sewage Treatment Plant and Queen Elizabeth II Park to ensure sustainability rating achieved.
- Mount Jerrabomberra Plan of Management
- Various energy efficiency audits detailing over \$1,000,000 in savings

Table with 4 columns: Project, Cost, ROI period, Savings. Projects include LED Library Upgrades, LED Lighting Upgrades, and Solar Systems.

- Ongoing Programs and Services
- Environmental Education
- WaterWise Program
- Climate Change Action Plan
- Sustainable building and infrastructure planning

Measures table with 3 columns: Key Strategy, Indicator, Data Source. Key Strategy: 3.1.4 We actively promote and implement sound resource conservation and good environmental practice. Indicator: Level of community satisfaction with resource conservation and good environmental practice promoted by QPRC. Data Source: Community Satisfaction Survey, Council internal reporting.

Regular events include Clean Up Australia Day, National Tree Day and Environmental Education at Queanbeyan, Bungendore and Braidwood Shows.

Despite the challenges presented by COVID, an increased number of events were held during 2020-21, including:

- World Environment Day
Sustainable Fashion webinar
Frog ID Workshop
Platypus online workshop
Heritage Tree walk
Living with lead at Captains Flat
2040 Viewing at The Q
Queanbeyan River clean up



COMMUNITY SATISFACTION with Council's approach to environmental monitoring and protection

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

**Community strategy 3.5**  
The planning for the future of the region provides for and enhances the sustainable management of our natural and built landscapes

- Projects, Initiatives and Achievements**

  - Local Strategic Planning Statement
  - Bungendore Structure Plan
  - Submission of Queanbeyan-Palerang Local Environmental Plan for gazettal
  - Progression of Planning Proposals for Memorial Park, North Elmslea, Jumping Creek, South Jerrabomberra, E4-R5 Bywong/Wamboin
  - Braidwood Archaeological Management Plan
- Ongoing Programs and Services**

  - Management of Local Environmental Plan and Development Control Plans
  - Planning proposals
  - Planning strategies and policies
  - Regional Planning
  - Rural Lands Strategy
  - Plans of Management
  - Land Information Systems
  - Geographic Information Systems





4  
STRATEGIC PILLAR  
CONNECTION

A CONNECTED QUEANBEYAN-PALERANG

KEY RESULT AREA | WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:  
*'A well connected community with good infrastructure enhancing quality of life'*

Key Goal 4.1 Our transport infrastructure and networks are well planned and maintained

Community strategy 4.1  
The region has quality development which supports the sustainable growth

Projects, Initiatives and Achievements

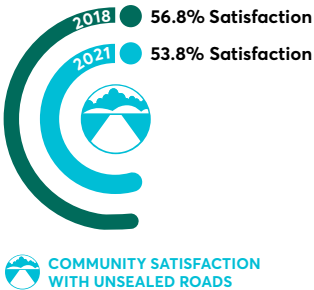
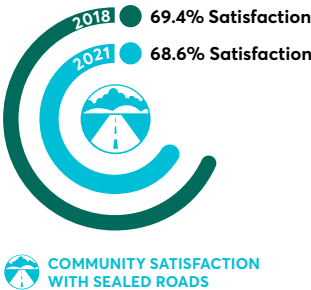
- Ongoing replacement of timber bridges
- Nerriga Rd upgrade
- Old Cooma Rd duplication
- Ellerton Drive extension
- Bungendore roundabout
- Integrated Transport Strategy
- Burra Road "s bends" upgrade
- Disaster recovery - bushfires (2019-2020), floods (2020-21)
- Winner of Excellence in Road Safety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

Ongoing Programs and Services

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

Measures

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



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

Community strategy 4.2  
The region's potable water supply systems meet national standards and are managed to adequately meet community demand

Projects, Initiatives and Achievements

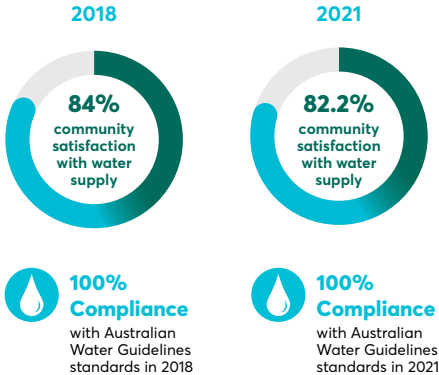
- Googong recycled water implementation
- Drought response
- Increase in allocation for Bungendore water supply
- Adoption of Palerang Communities Integrated Water Cycle Management Plan

Ongoing Programs and Services

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

Measures

Key Strategy	Indicator	Data Source
4.1.2 We plan for and provide access to potable water supplies for communities across our region	Community satisfaction with the state of the water supply system Potable water supplies meet Australian Water Guidelines standards	Community Satisfaction Survey Council water testing program



Googong Recycled Water launch, 1 December 2020

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

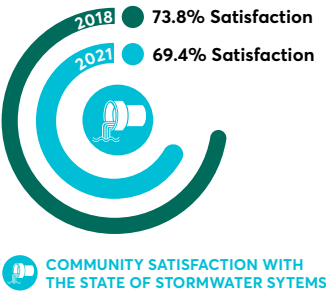
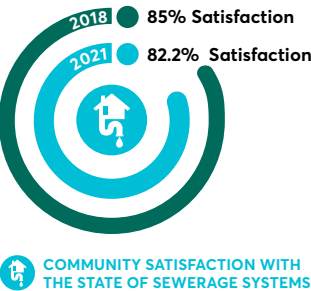
**Community strategy 4.3**  
The region's sewage treatment, stormwater and recycled water systems meet national standards to support public and environmental health in our region

- Projects, Initiatives and Achievements**

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

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

Key Strategy	Indicator	Data Source
4.1.3 We plan and provide for the management of sewage, stormwater and recycled water within the communities of our region	Community satisfaction with the state of the sewage and stormwater system	Community Satisfaction Survey



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

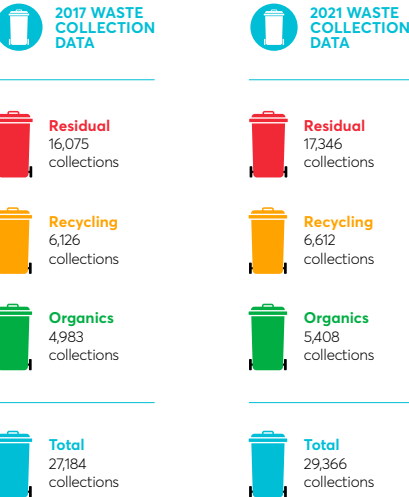
**Community strategy 4.4**  
The region increases waste minimisation and greater recycling levels of our waste

- Projects, Initiatives and Achievements**

  - QPRC Waste Strategy
  - Braidwood Waste Transfer Station
  - Rehabilitation of old landfill sites
  - Harmonisation of waste charges and services underway
  - Queanbeyan waste minimisation centre recycling upgrade
- Ongoing Programs and Services**

  - Domestic waste, recycling and green waste collection
  - Commercial waste collection
  - Hazardous waste collection
  - Waste Transfer Stations and Waste Minimisation Centre
  - Kerbside collections
  - Illegal dumping
  - Waste planning
  - Landfill rehabilitation

Key Strategy	Indicator	Data Source
4.1.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	Level of waste recycling within the region is increasing	QPRC waste collection data



END OF TERM REPORT 2017-2021 | 55

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

**Community strategy 4.5**  
Social connection within our region is provided for via access to a range of community facilities across the region

**Projects, Initiatives and Achievements**

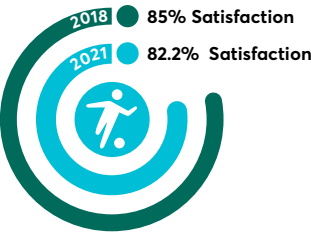
- Regional Sports Complex Jerrabomberra
- Bungendore Sports Hub
- Googong Community Centre
- Refurbishment of Bicentennial Hall
- Braidwood Pool refurbishment
- Queanbeyan Indoor Sports Centre

**Ongoing Programs and Services**

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

**Measures**

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



**COMMUNITY SATISFACTION WITH ACCESS TO REGIONAL FACILITIES**



Queanbeyan Indoor Sports Centre



Refurbishment of Bicentennial Hall, Queanbeyan

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

**Community strategy 4.6**  
Changing community demand is met by well planned for and placed infrastructure

**Projects, Initiatives and Achievements**

- Asset Management Strategy and Plans
- Integrated Transport Strategy
- CBD Spatial Master Plan refresh
- Bungendore Structure Plan
- Local Strategic Planning Statement

**Ongoing Programs and Services**

- Project design and management
- Assets



CBD Spatial Master Plan Business Breakfast, 12 June 2019

5

STRATEGIC PILLAR  
CAPABILITY

A WELL GOVERNED QUEANBEYAN-PALERANG

KEY RESULT AREA | WHAT THE COMMUNITY WANTS TO SEE ACHIEVED:  
*'A capable organisation that leads a community which is engaged and participative'*

Key Goal 5.1 Our Council is highly professional in delivering services to the community

**Community strategy 5.1**  
Council has a highly trained and professional workforce which achieves excellence in its activities

**Projects, Initiatives and Achievements**

- Community Satisfaction and Wellbeing Surveys – 2018 and 2020
- Development of suite of online training programs
- QPRC colloquium program
- Study assistance scheme
- Culture survey and improvements
- Service delivery through merger harmonisation
- Establishment of Tech1 Performance Planner system

- Development of Executive dashboard for key measures
- Human Synergistics OCI/OEI diagnostics
- Ongoing Programs and Services**
- Learning and organisational development program
- Staff ticket training and compliance
- Corporate induction and onboarding process
- Performance appraisal system

**Measures\***

Key Strategy	Indicator	Data Source
5.1.1 Our Council is highly professional in delivering services to the community	Community satisfaction level with Council's overall service delivery is increasing	Community Satisfaction Survey

\*see Page 59 for results



58 | QUEANBEYAN-PALERANG REGIONAL COUNCIL

Key Goal 5.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community

**Community strategy 5.2**  
The community is serviced by an efficient, effective and innovative Council that provides value for money and develops partnerships to achieve outcomes

**Projects, Initiatives and Achievements**

- 2020 A R Bluett Award for most innovative Council in NSW
- QPRC Service Review program
  - Culture
  - Development Applications
  - Library
  - The Q
  - Tourism
  - Transport
  - Recreation (Swimming Pools)
- Participation in CRJO - Regional Waste Strategy, Regional Economic Development Strategy, CRJO Pandemic Management Policy, Regional Workforce Strategy, Regional Procurement

Management Model, and Transport, Water, Recreation Infrastructure Prospectus.

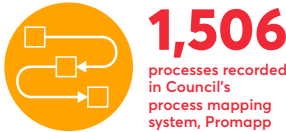
- Regional Cities participation - population planning, regional housing, digital connectivity and freight connectivity. Preparation of position papers on regional roads, waste to energy, rate peg

**Ongoing Programs and Services**

- Regular reporting on KPIs, projects and audit recommendations via Tech1
- Process mapping and review

**Measures**

Key Strategy	Indicator	Data Source
5.1.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community	Community perception level on the performance of Council is increasing	Community Satisfaction Survey



**Key Goal 5.3** Our Council has in place systems to provide quality services to its customers

**Community strategy 5.3**

Council has in place systems to provide for smart and authoritative self-service

**Projects, Initiatives and Achievements**

- Establishment of QPRC knowledge database for customer service
- Call centre focused software to manage call flow and reporting
- Service review program
- Customer mapping
- Customer Satisfaction and Wellbeing surveys 2018 and 2021

- Launch of Tech1 online self-service portal
- Engaging third-party provide to increase reliability of afterhours service
- E-planning portal

**Ongoing Programs and Services**

- Customer service
- Customer engagement
- E-payment portal via website

**Measures**

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

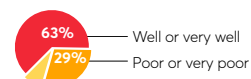
During 2018-2021, Council received on Average:



**Customer Satisfaction with Customer Service, 2018-2020:**



**COUNCIL'S ENQUIRY HANDLING 2018**



**COUNCIL'S ENQUIRY HANDLING 2020**

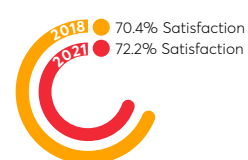
**How customers made contact with Council, 2018-2020:**

	2018	2021
Telephone	57%	55%
Face-to-Face	21%	16%
Email	12%	9%
Website	6%	10%

**Sources of Council information used, 2018-2020:**

	2018	2021
QPRC News	67%	61%
ENewsletters	21%	11%
Council Website	17%	15%
Local Newspapers	14%	9%
Social Media	11%	13%
Post	8%	23%

**Community Satisfaction with Council's customer service delivery, 2018-2020:**



**Key Goal 5.4** Our Council's financial systems are reliable, efficient and effective

**Community strategy 5.4**

Council has in place reliable financial management systems which provide for authoritative and prompt decision making

**Projects, Initiatives and Achievements**

- QPRC rates harmonisation
- Annual Financial Statements
- Establishment of contractor panels
- Upkeep of QPRC Long Term Financial Plan

**Ongoing Programs and Services**

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

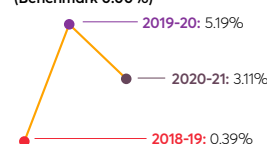
**Measures**

Key Strategy	Indicator	Data Source
5.1.4 Our Council's financial systems are reliable, efficient and effective	Overall annual financial performance meets financial goals set by Council's Long Term Financial Plan	Council's Financial Statements

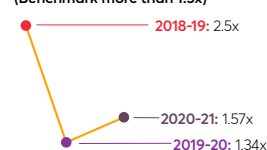
**Own Source Revenue**  
(Benchmark more than 60%)



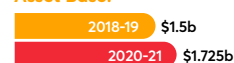
**Operating Performance**  
(Benchmark 0.00%)



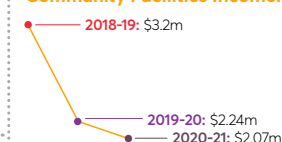
**Unrestricted Current Ratio**  
(Benchmark more than 1.5x)



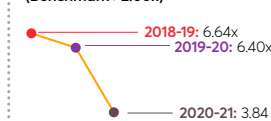
**Asset Base:**



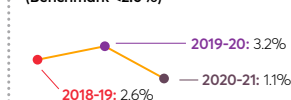
**Community Facilities Income:**



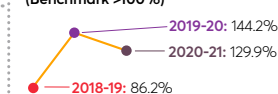
**Debt Service Ratio**  
(Benchmark >2.00x)



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



**Infrastructure Renewal Ratio**  
(Benchmark >100%)



**Overall annual financial performance:**



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



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



**Key Goal 5.5** Our Council has in place appropriate risk management frameworks

**Community strategy 5.5**  
Council operates within a risk minimisation framework to provide for organisational efficiencies

**Projects, Initiatives and Achievements**

- Establishment of Audit Risk and Improvement Committee
- Ongoing review of risk registers
- Inclusion of Risk Management Strategy in Resourcing Strategy
- Business continuity plan tests
- Business continuity during COVID-19 pandemic
- ICT Disaster Recovery Plan
- Risk appetite review

**Ongoing Programs and Services**

- Risk Management
- Risk Register
- Business continuity planning
- Ongoing audit review program
- Audit, Risk and Improvement Committee
- Bushfire/COVID response, recovery and resilience
- Strategic risk review

**Measures**

Key Strategy	Indicator	Data Source
5.1.5 Our Council has in place appropriate risk management frameworks	Implementation of Council's Risk Management Framework	Internal Audit Annual Report



**2018**  
Council has in place all appropriate risk management frameworks



**2021**  
Council has in place all appropriate risk management frameworks



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**Key Goal 5.6** Our Council's property portfolio is managed efficiently and effectively to maximise returns to the community

**Community strategy 5.6**  
Council strategically manages its property portfolio

**Projects, Initiatives and Achievements**

- Property addendum in Operational Plan
- Progressing plans to dispose of surplus properties in Queanbeyan CBD
- Leases and licences captured in Tech1 system

**Ongoing Programs and Services**

- Property management
- Queanbeyan CBD property management
- Leases and licences register
- Infrastructure and acquisitions



END OF TERM REPORT 2017-2021 | 63

Key Goal 5.7 We have a well informed and engaged community

**Community strategy 5.7**  
Council communicates and engages effectively and efficiently with its stakeholders

**Projects, Initiatives and Achievements**

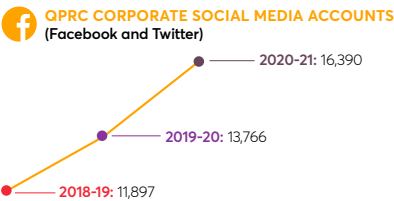
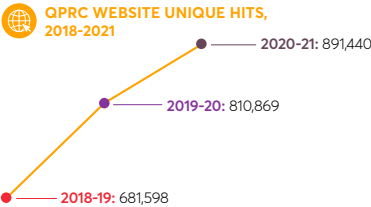
- Live streaming of Council meetings, including during COVID-19 pandemic
- QPRC Style Guide and brand management guidelines

**Ongoing Programs and Services**

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

**Measures**

Key Strategy	Indicator	Data Source
5.1.7 We have a well informed and engaged community	Community feels well informed and approves of Council's community engagement processes.	Community Satisfaction Survey



National Road Safety Week 2021 - Riverside Plaza

Key Goal 5.8 Our Council's activities work to achieve the Community's Vision and aspirations

**Community strategy 5.8**  
Council actively works with the community to help it achieve its long term aspirations as set out in the Community Strategic Plan

**Projects, Initiatives and Achievements**

- Customer Satisfaction and Wellbeing Surveys
- QPRC Delivery Program
- QPRC Operational Plan
- Community engagement for 2022-2042 Community Strategic Plan

**Ongoing Programs and Services**

- Advocacy to NSW and ACT Government departments
- Canberra Region Joint Organisation
- Councillor support and training

**Measures**

Key Strategy	Indicator	Data Source
5.1.8 Our Council's activities work to achieve the Community's Vision and aspirations	Community assessment of movement towards or away from Community Vision and aspirations	Happiness Measurement for End of Term Report



Towards 2042 pop-up engagement stall in Ryrie Park, Braidwood



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



## Addendum - Property Transactions

During the Council term, a number of key property transactions were made by Council. As per Council's Property Policy (adopted August 2020), Council includes a list of proposed property transactions in

its Operational Plan and reports back to Council and the community on actions relating to property transactions in the Annual Report.

Property	Type (sale/purchase, lease etc)	Status	Previous property use	Proposed property use	\$ Funding impact, price
10 Aurora Place, Queanbeyan East	Sale	Settled 27 Nov 2020	Vacant land	Industrial purposes	\$405,000
12 Malbon St, Bungendore	Sale	Settled 31 Oct 2019	Residential	Residential / business	\$600,000
16 Agnes Ave, Crestwood	Lease - 30 year term commencing 1 July 2020	Lease has been signed. Legal team following up registration.	Vacant land/park	Respite facility	Based on Crown Lands minimum annual rent. Currently \$516 p/a. Lessee pays rates and other outgoings.
2 Majara St, Bungendore	Compulsory acquisition	In progress	Community Centre	Proposed Bungendore High School	Compensation not yet finalised
4-6 Majara St, Bungendore	Compulsory acquisition	In progress	Land	Proposed Bungendore High School	Compensation not yet finalised
10 Majara St, Bungendore	Compulsory acquisition	In progress	Council offices and chamber	Proposed Bungendore High School	Compensation not yet finalised
Majara St Road Reserve, Bungendore	Compulsory acquisition	In progress	Road	Proposed Bungendore High School	Compensation not yet finalised
Part of Majara St road reserve, between Turallo Terrace and Gibraltar St	Lease	In progress	Vacant land	Abbeyfield Seniors Development	Not yet finalised
181-183 Cooma St, Queanbeyan	Sale	Settled 12 May 2021	Community Centre/Family Day Care	Childcare centre	\$1,150,000
Riverside Caravan Park, Queanbeyan	Lease - 5 year term commencing 1/9/2020 with a 5 year option to renew	In progress. Lease has been signed. Registration will occur once Minister's has been received.	Caravan Park	Tourist park	Annual rent = \$31,000. Rent reviews annually to CPI.

5 Firethorn Place, Jerrabomberra	Licence Agreement - 30 year term commencing 1 Jan 2019	In progress. Legal team following up signing of Licence Agreement.	Scout Facility	Scout Hall	Peppercorn arrangement. Licensee pays rates and other outgoings.
Part 257 Crawford St/6 Rutledge St/10-12 Rutledge St, Queanbeyan	Sale	In progress	Council offices	Mixed use development	Offered for sale through expression of interest/offers
Bungendore Rd, Bungendore	Purchase	In progress. Property acquired under Just Terms.	Farmland	Bungendore Sports Hub	\$774,000 valuation to property owner on 6 Jan 2021. Legal proceedings in progress by previous owner for compensation for a higher land value.
19-21 Gibraltar St, Bungendore	Purchase	Settled 5 August 2021	Vacant land	New Bungendore office site	\$1,300,000
1a Yass Rd, Queanbeyan East	Lease	This is a community Council Lease with PCYC with a 20 year term and currently in final stages awaiting execution shortly.	Indoor Sports Centre	PCYC	\$1.00 per annum plus GST and lease on a 20 year term.
41 Ryrie St, Braidwood	Purchase	Settled 20 May 2019	Residential property	Access to Braidwood car park	\$410,000
88 Wallace St, Braidwood - former D&S Motors site	Purchase	Settled 1 Apr 2019	Commercial property	Access to Braidwood car park	\$440,000



[qprc.nsw.gov.au](http://qprc.nsw.gov.au)



# **QUEANBEYAN-PALERANG REGIONAL COUNCIL**

## **Council Meeting Attachment**

**8 NOVEMBER 2023**

ITEM 12.1      SOE REPORTING

ATTACHMENT 2    COMMUNITY STRATEGIC PLAN 2042

# Queanbeyan-Palerang

## Community Strategic Plan 2042



Towards  
2042!

**QPRC**





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:

**p** 1300 735 025  
**e** [council@qprc.nsw.gov.au](mailto: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. We recognise that our region is widespread and diverse, not just in our demographics, but also the access that the community has to services in different parts of our local government area. 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, our community has the services it needs and our environment is protected.



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 groups through aged and disability services.

Council looks forward to working with our community and partners to achieve the aspirations outlined in the CSP.

Cr. Kenrick Winchester, Mayor  
Queanbeyan-Palerang Regional Council

Queanbeyan-Palerang Regional Council

# Vision and Mission

## Vision

*The Queanbeyan-Palerang region is a safe and relaxed place to live, offering a wonderful lifestyle for all members of our community, where we can enjoy excellent services and facilities while experiencing the benefits of a healthy natural environment.*

## Mission

- *We acknowledge the Traditional Custodians and respect their continuing relationship to the lands on which we live.*
- *We value the heritage, cultural diversity and country lifestyle of our vibrant towns, villages and rural districts.*
- *Our people have a strong sense of pride, and we support the inclusiveness of our diverse communities.*
- *We protect our healthy natural environment whilst experiencing the benefits of a sustainably growing area.*
- *Our community has access to fulfilling and engaging employment, education and creative opportunities.*

# Our plan

## About our plan

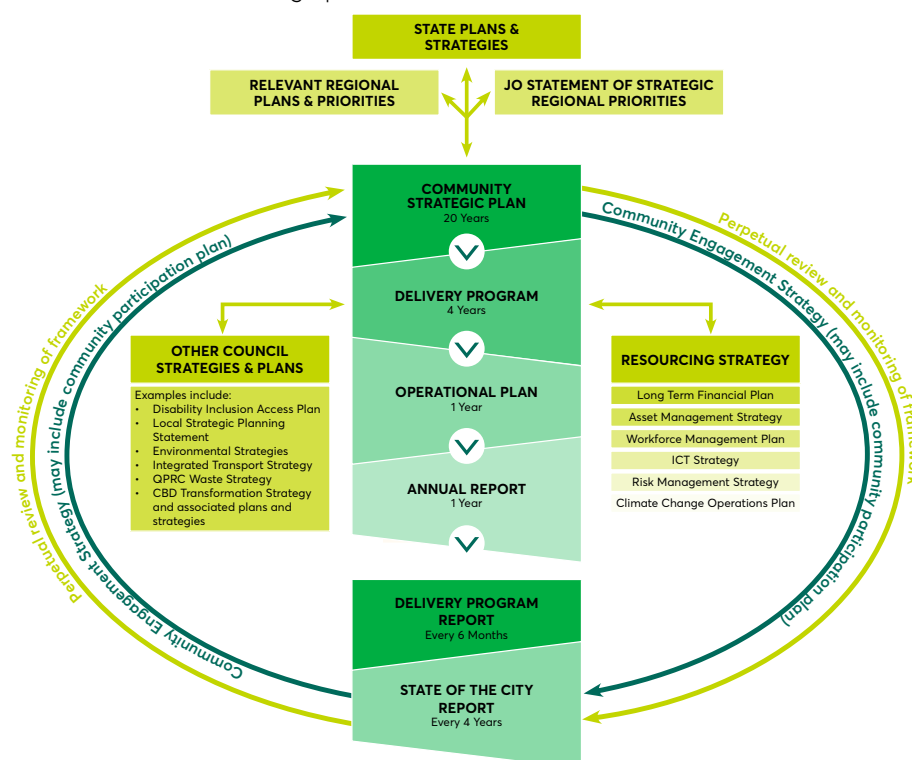
The Queanbeyan-Palerang Community Strategic Plan (CSP) is based on the aspirations and priorities of our community. Informed by community input, it sets out a long-term vision for the region to 2042 and identifies the key priorities and strategies for achieving this.

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:

**3**  
Aboriginal and Torres Strait Islanders

**17**  
born overseas

**12**  
speaking languages other than English at home

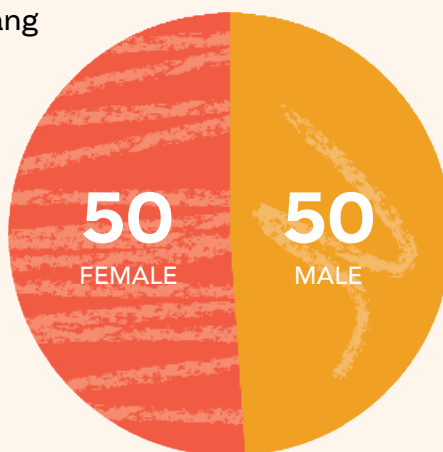


**5**  
with an individual income less than \$400 per week



**51**  
that completed higher education

**33**  
that did not complete year 12



**26:** 0 – 19 years **56:** 20 – 59 years  
**18:** 60+ years



**28**  
living by themselves

**72**  
living in families



**2**  
unemployed and looking for work

**17**  
who volunteer

**29**  
working part time

**66**  
working full time



**11**  
care for someone with a disability

**4**  
have a disability



**7**  
are older couples without children



**72**  
who drove to work

**3**  
who walked to work

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 was undertaken on the draft Community Strategic Plan, with more than 70 comments received which led to a number of changes prior to endorsement.



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 and to implement community-driven projects.

### 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. 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.

### 1. Community

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

### 2. Choice

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

### 3. Character

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

### 4. Connection

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

### 5. Capability

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

A large, vertical photograph of a park. A large, leafless tree stands on the left, casting a long shadow across a green lawn. In the background, there are other trees and a building. The image is tilted slightly to the right.

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





## Queanbeyan-Palerang Regional Council

# 1. Community

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
1.1 Our community is strengthened through connection and participation that enhances our community and cultural life.	<ul style="list-style-type: none"> <li>Build cultural capacity through the availability and participation in arts, performance and cultural gatherings, events, and exhibitions.</li> <li>We recognise and take pride in the unique and individual heritage and identity of our city, towns, villages and rural areas.</li> <li>We embrace our diverse community and welcome and support new and existing residents through community development to build community connection and resilience.</li> <li>Recognise, respect and support our Traditional Owners and First Nations People's historical and ongoing connection to country.</li> </ul>	Provide Collaborate Advocate	Community members Community groups First Nations people and Traditional Owners
1.2 Our health, wellbeing and resilience is supported by strong partnerships and access to services.	<ul style="list-style-type: none"> <li>Build community and Council resilience for preparing and responding to disasters.</li> <li>Inclusion and accessibility are enhanced through access to community and support services for those that need them.</li> <li>Health and quality of life are improved through access to a range of recreation and leisure opportunities.</li> <li>Active recreational, sporting and health pursuits are supported by the availability of programs, events and assets in the Queanbeyan-Palerang region.</li> <li>Enhance life-long learning pursuits through volunteering opportunities, library, historical and museum services across the region through socially inclusive and welcoming facilities.</li> </ul>	Provide Collaborate Advocate	Emergency services NSW government agencies Community members Community groups Health providers Community service providers
1.3 Our public and community places are inviting, accessible, encourage participation and are well maintained.	<ul style="list-style-type: none"> <li>Maintain public spaces to a high standard</li> <li>Promote our public places and attractions with wayfinding signage to support visitation.</li> <li>When planning public and green spaces, explore the inclusion of complementary activities such as playgrounds, walking tracks, picnic facilities and amenities which are provided with well-designed built and natural shade.</li> <li>Community facilities are accessible, safe and inclusive.</li> </ul>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community members Community groups





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
Attendance and satisfaction 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
- QPRC Library Strategy



## Queanbeyan-Palerang Regional Council

# 2. 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
2.1 Our city, town and village centres are dynamic and thriving places that attract economic activity through the revitalisation of centres, focus on tourism and improved digital connectivity.	<ul style="list-style-type: none"> <li>Make our city, town and village centres inviting through beautification, maintenance and well-designed built and natural shade.</li> <li>Support and promote existing and new business generation initiatives.</li> <li>Encourage the growth of local retail options by supporting 'buying local' initiatives.</li> <li>Encourage and support economic diversification through the attraction of new industries.</li> <li>Build financial and employment capability and capacity across Queanbeyan-Palerang.</li> </ul>	Provide Collaborate Advocate	Local business and industry Community members Community groups CRJO NSW State Government RDASI Commonwealth Government
2.2 Our unique regional identity and social and economic advantages underpin a growing economy and a thriving tourism sector.	<ul style="list-style-type: none"> <li>Programs, facilities and events promote and enhance the Queanbeyan-Palerang region to make it a destination of choice.</li> </ul>	Provide Collaborate Advocate	Local business and industry Community members Community groups Tourism bodies and groups
2.3 Our business practices support a productive and efficient local economy by providing enabling infrastructure	<ul style="list-style-type: none"> <li>Council processes and practices are transparent, and applications are considered promptly.</li> <li>Collaborate with local business and industry groups to enhance economic resilience.</li> <li>Our local businesses meet required standards and are environmentally sound, ensuring quality services and high level risk management.</li> </ul>	Provide Collaborate Advocate	Local business and industry Regional Cities NSW Destination Southern NSW CRJO NSW State Government Commonwealth Government
2.4 Our community has access to increased and enhanced education, training and learning opportunities	<ul style="list-style-type: none"> <li>Advocate for and promote education and employment pathways.</li> <li>Support and advocate for more local employment opportunities</li> </ul>	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
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

## 3. Character

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
3.1 We acknowledge climate change and we work towards reducing our region's carbon footprint.	<ul style="list-style-type: none"> <li>Partner with Government departments and other organisations to reduce carbon emissions and mitigate the effects of climate change</li> <li>Increase community education, resilience, confidence and resolution in dealing with the challenges of climate change.</li> <li>Provide facilities and education programs to improve recycling rates and reduce waste.</li> <li>Minimise use of potable water, optimising reuse of recycled water and waste</li> </ul>	Provide Collaborate Advocate	Community members Community groups Business and industry NSW State Government
3.2 We have robust planning systems that provide zoned and serviced land that supports affordability and choice to liveability of the area.	<ul style="list-style-type: none"> <li>Acknowledge our area comprises diverse settlements that have their own unique identity and value our rural landscapes.</li> <li>Support a diversity of housing stock, including affordable housing, by identifying strategies in collaboration with Council, the community, other levels of Government and stakeholders.</li> <li>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.</li> <li>Protect, promote and enrich the heritage and traditional values of our area.</li> </ul>	Provide Collaborate Advocate	Community members Community groups Service providers NSW State Government
3.3 Our land, vegetation and waterways are managed in an integrated and sustainable manner.	<ul style="list-style-type: none"> <li>Sustain, manage and protect our land, biodiversity, vegetation and waterways.</li> <li>Sustainably manage natural landscapes and open spaces</li> <li>Passive recreation is supported through a well maintained and connected path network, play areas and green spaces that are provided with well-designed built and natural shade.</li> </ul>	Provide Collaborate	NSW State Government Community members Community groups

Community Strategic Plan 2042



The community is fond of the rural vista that Queanbeyan-Palerang possesses.

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	Various Plans of Management
Rural Lands Strategy	Urban Forest and Cooling 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	
Bywong/Wamboin Greenways Master Plan December 2020	



Queanbeyan-Palerang Regional Council

## 4. Connection

A safe, resilient and well connected community with good infrastructure enhancing quality of life

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
4.1 Our transport network and infrastructure is safe, supports a zero emissions target and allows for ease of movement throughout Queanbeyan-Palerang and across the ACT border and region.	<ul style="list-style-type: none"> <li>Utilise asset management plans and network safety plans to take a risk management approach to the maintenance and development of the transport network</li> <li>Support and maintain urban and rural roads, traffic management systems, car parking, improvement of bridges in a sustainable manner and advocate and promote safe road user behaviour.</li> <li>Support and facilitate the continuous development of footpaths and connected walking and cycling tracks.</li> <li>Advocate for public transport infrastructure that meets the needs of Queanbeyan-Palerang residents and visitors.</li> </ul>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Local business and industry CRJO Regional Cities NSW ACT Government
4.2 Our community's waste, water, sewerage, stormwater and recycled water needs are met.	<ul style="list-style-type: none"> <li>Sustainably manage the region's potable water systems and supply to meet the community's needs and national quality standards.</li> <li>Provide secure water sources that cater for climate change and storage for reliable supply for growing population and business needs.</li> <li>Manage the region's stormwater and maximise use of recycled water to meet the community's needs and national quality standards.</li> <li>Support public, business and environmental health through the provision of quality water, sewerage and recycled water systems.</li> <li>Manage the collection of waste and operation of waste facilities to meet community requirements</li> </ul>	Provide Collaborate	NSW State Government Water authorities ACT Government

## Community Strategic Plan 2042

Strategic objectives	Strategies	Council's role	Our partners
4.3 Our community facilities and assets are well planned, meet the needs of the community and enhance social connection.	<ul style="list-style-type: none"> <li>Enhance community and recreational use of facilities through robust maintenance and management.</li> <li>Plan for community facilities to meet the needs of our growing population and promote the maximisation of use of current facilities.</li> <li>Optimise development contributions to fund new and expanded facilities</li> <li>Council assets are sustainably managed.</li> </ul>	Provide Collaborate Advocate	NSW State Government Commonwealth Government Community groups
4.4 Our community benefits from world-class telecommunications infrastructure that supports excellent social, economic and educational outcomes throughout the Queanbeyan-Palerang region.	<ul style="list-style-type: none"> <li>Identify connectivity issues and advocate for better telecommunications coverage, particularly in the rural areas of the Queanbeyan-Palerang region.</li> </ul>	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
Crash statistics	Transport for NSW data
Increase in use of sustainable transport	ABS census data and electric vehicle charger usage

## Supporting documents, plans or strategies

Asset Management Strategy and Plans	Integrated Water Cycle Management
QPRC Integrated Transport Strategy	QPRC Community Climate Action Plan
Braidwood Bicycle and Pedestrian Facilities Plan	QPRC Council Operations Climate Action Plan
Bungendore Bicycle and Facilities Plan	
Queanbeyan Bicycle and Pedestrian Facilities Plan	
Sports Facilities Plan	
Integrated Water Cycle Management Plan	
QPRC Network Safety Plan	

Queanbeyan-Palerang Regional Council

## 5. Capability

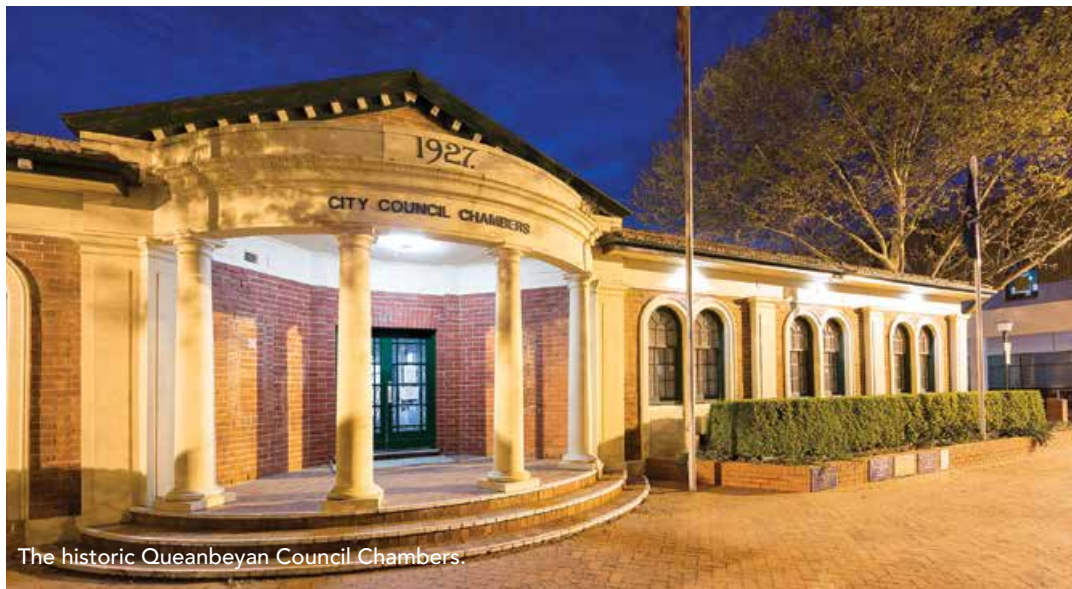
Contemporary civic leadership and governance that is open, transparent and accountable.

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
5.1 Our community is serviced by an efficient, effective and innovative Council.	<ul style="list-style-type: none"> <li>Recruit, retain and remunerate a safe and harmonious workforce.</li> <li>Promote and facilitate excellent performance and ongoing education and training through the development of streamlined and improved systems, processes and frameworks.</li> <li>Apply a contemporary risk management framework which considers Council's risk appetite and aims to balance risk v reward, increase organisational efficiencies and reduce red tape.</li> <li>Manage Council financial systems, processes and projects in a sustainable way that maximises value for money for ratepayers.</li> <li>Develop, integrate and maintain networks and systems to enable efficient transactions and processes</li> <li>Strategically administer and manage Council's property portfolio.</li> </ul>	Provide Collaborate	CRJO Regional Development Southern Inland NSW State Government
5.2 Council is an open, accessible and responsive organisation.	<ul style="list-style-type: none"> <li>Communicate in an effective and timely manner with the community.</li> <li>Use community engagement methods that enhance community participation in decision making.</li> <li>Establish operational practices and processes that support efficiency and community and business satisfaction.</li> <li>Manage an automated customer service system that meets the needs of the community and allows staff to enhance engagement with residents and ratepayers.</li> <li>Work with the community to achieve its long-term aspirations by integrating the strategic objectives and strategies outlined in the Community Strategic Plan into the development of other Council strategies and plans</li> <li>Maintain robust governance, audit and risk policies and frameworks to ensure transparency and accountability.</li> <li>Work with our regional neighbours, including the ACT and State and Federal Government departments.</li> </ul>	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 Satisfaction and Wellbeing Survey
Customer Service Charter and Service Standards	End of Term/State of the City Report
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

Councillor contact details are available on Council's website at  
<https://www.qprc.nsw.gov.au/Council/Council-Business/Local-Representatives>

# 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**

**8 NOVEMBER 2023**

ITEM 13.1 ATTENDANCE AT CITIES POWER PARTNERSHIP  
CONFERENCE

ATTACHMENT 1 COUNCIL ATTENDEE LIST



CITIES POWER PARTNERSHIP

**CLIMATE SUMMIT**  
FOR LOCAL GOVERNMENT **2023**



## Attendee List

Western Australia	New South Wales
<ul style="list-style-type: none"> <li>- City of Cockburn</li> <li>- City of Gosnells</li> <li>- City of Kalgoorlie-Boulder (x2)</li> <li>- City of Subiaco (x2)</li> <li>- Shire of Augusta Margaret River (x2)</li> <li>- Town of Victoria Park (x3)</li> </ul>	<ul style="list-style-type: none"> <li>- Albury City Council (x2)</li> <li>- Ballina Shire Council</li> <li>- Bayside Council (x4)</li> <li>- Blue Mountains City Council</li> <li>- City of Parramatta Council (x2)</li> <li>- Eurobodalla Shire Council (x3)</li> <li>- Hornsby Shire Council</li> <li>- Hunters Hill Council (x2)</li> <li>- Kempsey Shire Council</li> <li>- Lake Macquarie City Council</li> <li>- Lane Cove Council (x2)</li> <li>- Orange City Council</li> <li>- Queanbeyan Palerang Regional Council (x3)</li> <li>- Shoalhaven City Council (x5)</li> <li>- Singleton Council (x2)</li> <li>- Tweed Shire Council (x2)</li> <li>- Wagga Wagga City Council (x4)</li> <li>- Wollongong City Council</li> </ul>
Northern Territory	Queensland
<ul style="list-style-type: none"> <li>- Barkly Regional Council (x3)</li> </ul>	<ul style="list-style-type: none"> <li>- Bundaberg Regional Council</li> <li>- Cairns Regional Council (x2)</li> </ul>
South Australia	Tasmania
<ul style="list-style-type: none"> <li>- Alexandrina Council (x2)</li> <li>- Campbelltown City Council (x4)</li> <li>- City of Charles Sturt Council</li> <li>- City of Marion</li> <li>- City of Mitcham (x3)</li> <li>- City of West Torrens</li> </ul>	<ul style="list-style-type: none"> <li>- Brighton Council (x2)</li> <li>- City of Launceston</li> <li>- Hobart City Council (x2)</li> </ul>

Victoria	ACT
<ul style="list-style-type: none"> <li>- Alpine Shire Council</li> <li>- Bass Coast Shire Council</li> <li>- Borough of Queenscliffe (x2)</li> <li>- City of Ballarat (x3)</li> <li>- City of Brimbank (x2)</li> <li>- City of Melbourne (x2)</li> <li>- City of Whittlesea</li> <li>- City of Yarra (x2)</li> <li>- East Gippsland Shire Council</li> <li>- Hepburn Shire Council</li> <li>- Indigo Shire Council</li> <li>- Knox City Council</li> <li>- Merri-bek City Council (x3)</li> <li>- Mildura Rural City Council (x2)</li> <li>- Monash City Council</li> <li>- Mornington Peninsula Shire (x3)</li> <li>- Mount Alexander Shire (x3)</li> <li>- Murrindindi Shire Council (x2)</li> <li>- Nillumbik Shire Council (x2)</li> <li>- Rural City of Wangaratta</li> <li>- Swan Hill Rural City Council</li> <li>- Wangaratta Rural City Council</li> <li>- Wellington Shire Council</li> <li>- Yarra City Council</li> <li>- Yarra Ranges Council (x2)</li> </ul>	<ul style="list-style-type: none"> <li>- ACT Government</li> </ul>