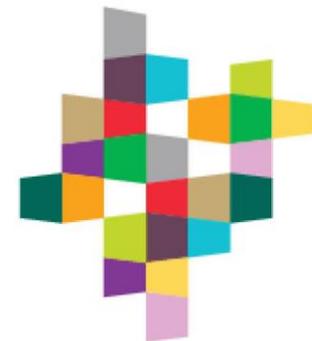




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QPRC



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Message from the Interim General Manager

Welcome to the 2016-17 Annual Report for Queanbeyan-Palerang Regional Council (QPRC). This financial year represents the first full year of the newly-merged Council and this document shows that we achieved a great deal during the 12-month period.

Since the proclamation of the new organisation on 12 May 2016, Council has made some significant progress in regards to bringing the two former organisations – Queanbeyan and Palerang – into the new QPRC. However, despite the progress that has been made, much work lies ahead of us, particularly in regards to our major corporate systems.

The works program undertaken during 2016-17 was largely that prepared by the two former councils prior to the merger and represents the final year of the previous councils' Delivery Program.

As part of the merger, Council was provided with \$5m from the NSW Government to assist with merger implementation costs. Reports to Council during the period highlighted that funding closer to \$7m would be required to implement the relevant system upgrades. The NSW Government also provided \$10m to Council under the Stronger Communities Fund. This was split into \$1m for community groups and \$9m towards community assets.

While all newly-merged councils across NSW had different approaches to the merger, one of QPRC's main goals was to ensure service delivery was maintained despite the significant change we were undertaking. The implementation of an interim organisation structure allowed service delivery to continue while a number of reviews and stocktakes took place in regards to assets, finances, information technology, property, culture and services. These reviews and stocktakes were used to develop the transition structure which was adopted in early 2017 and has been rolled out progressively throughout the rest of the financial year.

Throughout the merger transition, Council has worked closely with the NSW Department of Premier and Cabinet and more recently the Office of Local Government. Their assistance has been invaluable. We reported to Council on the first year of the merger in August 2017. By all accounts, the approach taken and outcomes achieved by Council were well received by the community and government.



**Interim General Manager
Peter Tegart**

Merger Roadmap

The merger of the former Queanbeyan City and Palerang Councils was supported by an Implementation Grant of \$5m and Stronger Communities Grants of \$1m and \$9m for community projects and infrastructure. A schedule of roadmap items (in addition to administrative tasks assigned in the Transition Plan) are summarised at Appendix 1.

The merger roadmap established by NSW Department of Premier and Cabinet (DPC) outlined six key principles and 10 key result areas. The diagram below illustrates key merger outcomes.



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The following principles were issued by DPC to provide guidance to communities and the new merged councils regarding the NSW Government expectations of the new entity. These principles also form the basis of the terms of employment and performance for senior managers. Appendix 2 summarises the progress against the key result areas.

Principle	Description
Service	Maintain seamless service delivery to communities
Opportunity	Embrace opportunities to improve services and infrastructure for communities
Cohesion	Bring together and build on the strengths of strategies, structures, staff and systems
Engagement	Inform and involve communities, staff and other partners, including industry unions, in planning and implementing change
Integrity	Ensure ethical, open and accountable governance and administration
Respect	Value the knowledge and contributions of staff, communities and other partners

Key Result Areas

1. Service continuity with smart service improvements

- a. There should be no disruption in the provision of existing services to communities. This includes traditional services such as maintaining infrastructure, assessing development applications, protecting the environment, supporting community development and collecting waste and recycling

2. Robust governance that delivers confidence to communities

- a. Communities will be seeking confidence that the new council has robust and transparent governance systems. In the early stages of implementation, councils should have a particularly strong focus on identifying, mitigating and managing risk

3. Easy to do business with, in person and online

- a. Residents, ratepayers, businesses, suppliers and other customers will continue to be able to do business with councils without interruption. This includes the ability to access customer service centres in person – in a wider range of locations – and to do business online

4. Engaged staff who understand their roles and how they contribute to the new council

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- a. A positive and service-focused organisational culture. This will include staff feeling secure in their employment, understanding their roles in the new council and being excited by the potential for development and other opportunities.

5. Involved communities who have their say

- a. Clear and consistent communication and meaningful engagement with communities will be a crucial component to a successful implementation process. Includes development of Community and Staff Engagement Plan

6. Communities can readily identify with their new council

- a. Grow a shared identity for a new council in the development of a new visual identity. This includes elements such as the logo, colour palette and other visual identifiers

7. A shared vision and direction for the whole community

- a. A succinct statement of vision and priorities will have been prepared for the new council. The statement will provide high level guidance for the early period of the new council

8. Rates maintained within existing pathways and resources used wisely to serve the entire council area

- a. Rating structures and categories in place prior to the establishment of the new council will be maintained for a period of four years. This ensures there are no changes to rate paths for the first year of the government's committed four-year rate path freeze for new councils.

9. Expected benefits which are clear, measurable and on target

- a. Communities will have a strong interest in seeing the benefits of the new council. By the end of December 2016, the Implementation Plan must include a clear statement of local benefits, with actions to achieve those benefits.

10. A newly elected council working for the whole community

- a. The Act requires the first election of a new council to be conducted by the NSW Electoral Commission in September 2017.

Department of Premier and Cabinet (DPC) Support

DPC coordinated regular workshops with the Administrators, Interim GMs and Project Management Office (PMO) Leads for the purpose of setting the Premier and Minister's expectation of the new councils, providing guidance and resources through the due diligence phase, and introducing contemporary approaches to technology, governance, community engagement and communications. As part of its support to the newly created councils, DPC appointed a Liaison Officer to each entity.

A comprehensive 'Implementation Action' checklist was issued by DPC at the first Administrators and General Managers workshop in May 2016. This checklist provided instruction and guidance to the numerous due diligence processes associated with creating the new entity. These were incorporated into the Transition Plan.

Merged councils reported to DPC weekly initially, then fortnightly, monthly and bi-monthly on the status of implementation and progress against the roadmap. Forums were held bi-monthly in Sydney for Administrators and Interim General Managers hosted by DPC, while other forums on information and communication technology, governance and communications were hosted by DPC or Office of Local Government (OLG). DPC transferred the oversight of the merged councils' transition to OLG in July 2017.

Transition (Implementation) Plan

The Transition Plan (TP) contained administrative and legal actions mandated by DPC, and projects to review stages, plans and processes and form new approaches to services and business. [The TP was adopted in October 2016](#) outlining a three-phase (interim, transition, and transformation) approach to the merger over three years.



1. **Interim** – bringing the two former council organisations together to enable:
 - a. Business as usual
 - b. Extension of due diligence/stocktake program
 - c. Establishment of a transition project office
 - d. Development of Implementation Plan
 - e. Capacity for the executive and management group to invest in the transition of people, systems, policy and process
 - f. Review of finances, services, assets and technology
 - g. Commence ICT installations and upgrades
2. **Transition** – building on the review of services, assets and technology to:
 - a. Embed actions from the Implementation Plan
 - b. Shape the organisation around range and mode of delivery of services and assets
 - c. Potentially centralise some functions by locality
 - d. Implement technology solutions
 - e. Explore expansion of type and reach of services, and modes of delivery
 - f. Build and renew assets in accord with merger grant and asset plans
 - g. Engage in potential regional delivery of services with Joint Organisation
 - h. Migration to a new salary system, staff development and personnel policies
 - i. Preparation of draft Resourcing Strategy

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- j. Prepare new Community Strategic Plan
3. **Transformation:** reflect the ambitions of the new Council through:
 - a. Potentially shaping the organisation around thematic of the Community Strategic Plan
 - b. Piloting and embedding the innovation and technology opportunities explored during previous phases
 - c. Camms were engaged to draft the TP, analyse services, populate the Operational Plan, incorporate performance measures identified in the Stronger Councils Framework, draft the workforce strategy, and load projects into its software (global collaboration tool). The software forms the basis of monitoring and reporting TP progress to the Implementation Advisory Group, and will enable reports on the Operational Plan and projects.
 - d. Oakton, as independent internal auditors, were engaged to undertake audits of the progress of implementing the TP.

The TP identified a number of Key Focus Areas:

- People - supporting staff in transitioning to the new organisation and adjusting to reconfigured responsibilities, reporting lines and the cultural shift associated with the dynamics of QPRC.
- Community - communication and engagement initiatives to build and maintain community trust and confidence
- Services - look internally at ways to improve efficiency to deliver its strategic outcomes at the level expected by its community
- Service efficiency and organisational performance – how the various services were delivered and the associated costs continues to provide input to a range of service improvement strategies, including reviews of supply chain and service delivery methodologies.
- Digital transformation - aimed to seamlessly connect people, processes and technology. Digital transformation focus areas include accessibility, mobility, data quality, expansive service provision, and engaged and satisfied customers
- Procurement - procurement practices of the two former entities are rationalised and value for money solutions are implemented. Partnering with the Canberra Region Joint Organisation (CBRJO) is also expected to provide benefits through collective buying power
- Information and Communication Technology (ICT) - the standard operating environments of the two entities were quite different with regard to the hardware and software. An independent consultancy determined the desired future state in QPRC's ICT Strategic Plan. TechnologyOne and CAMMS software has been procured as primary suppliers, with implementation scheduled over next 2 years
- Assets and Asset Management - QPRC has assets of over \$1bn. QPRC's approach to Asset Management has been guided by independent assessment of its assets' condition, backlog and service levels which will inform the revisions of the asset management plans and the consolidated long term financial plan (LTFP)

A service and program framework based on current service levels was adopted, against which the organisational structure, budgets, accounting framework and staff positions have been based. The elected Council will consider changes to levels of service and asset standards to take effect from 2018 based on feedback received from community engagement undertaken in early 2017.

Initial service reviews will be focused on the transport, development and recreation areas.

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Council engaged with Service NSW to pilot a number of online transactions (tree applications) and rate payments, and participate in the 'easy to do business' program.

Investment is scheduled in an Asset Management System (AMS) capable of automating some operational workflows including routine and planned maintenance programs, and responding to unplanned and urgent activity, Customer Action Requests (CARs), and a mobile capability for onsite performance and condition monitoring.

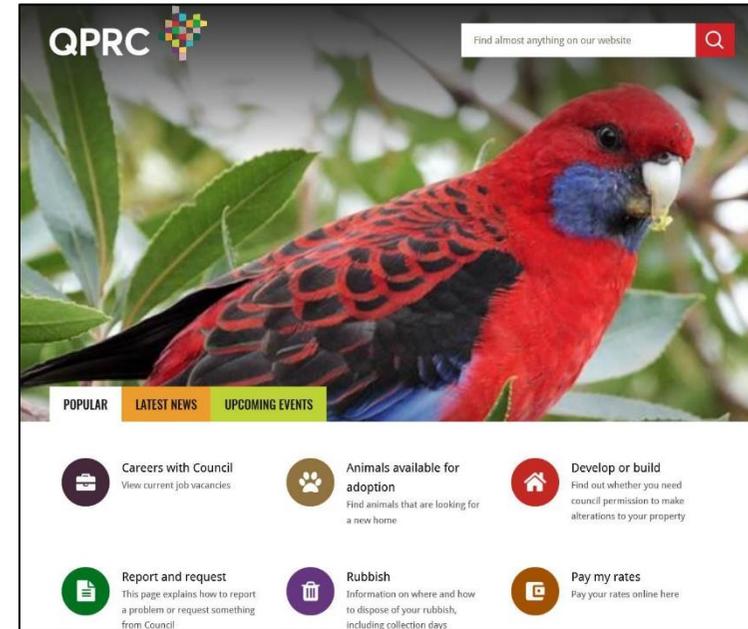
A Project Management Office (PMO) has been established to manage the Transition Project. The PMO is located at the rear of the Visitor Information Centre at Queanbeyan and will accommodate a number of individual staff members seconded to the project, together with multiple project teams of staff (identified supply chain stakeholders) on short-term process improvement projects. Council embarked on upskilling its key staff involved in transition projects in the Agile and Scrum methods. This will be transitioned into a permanent support office for the key infrastructure and organisational project under the Contracts and Projects branch.

Community and Staff Engagement

[A Community and Staff Communications and Engagement Plan was adopted by Council in July 2016 .](#)

This plan was reviewed in early 2017 to measure progress. The majority of activities listed in the Plan were achieved. Some of these included:

- Regular Administrator's Column in local newspapers
- Fortnightly advertising in local newspapers
- Preparation of a bi-monthly community newsletter, distributed to 28,000 properties
- Development of a weekly e-newsletter
- Continuation of social media presence
- Development of consolidated website (right)
- Community meetings at Queanbeyan, Braidwood and Bungendore (nine completed as at 1 July)
- Introduction of live streaming for Council meetings



The Plan also looked at internal communications and ensuring staff were updated during the merger process. This included weekly staff updates from the Interim General Manager, monthly staff newsletters and quarterly staff get-togethers.



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A business case was developed and accepted for the implementation of the Engagement HQ online community engagement tool, known as “Your Voice QPRC”. Council implemented the online tool in February 2017 and it played a key role in Council’s engagement for the Community Strategic Plan and a range of other documents. Between February and 30 June 2017, Council attracted more than 550 registered participants.

A new approach to community engagement was undertaken in early 2017 by consultants ‘Culture Capital’ to capture community views on levels of service, aspirations for the area and economic development. A community survey was conducted by JWS Research along with the other merged councils in July 2016, gauging community awareness of the merger and satisfaction with services. The results of that survey, and the later community engagement, are available on Council’s website, in turn shaping the Community Engagement Strategy.

Branding

Consultants were engaged to work with the community to discern a common sense of identity and work towards a ‘brand’ that drew the communities of Queanbeyan-Palerang together. The result – *‘one heart, many parts’* resonated with the community, with a logo that showed the colour, diversity and spread of Queanbeyan-Palerang’s many parts as ‘tiles’, organised into the geographic shape of the region (see right).

Early investment in events, festivals, and town and business interaction were designed to visibly alert the community to the new organisation and its brand.

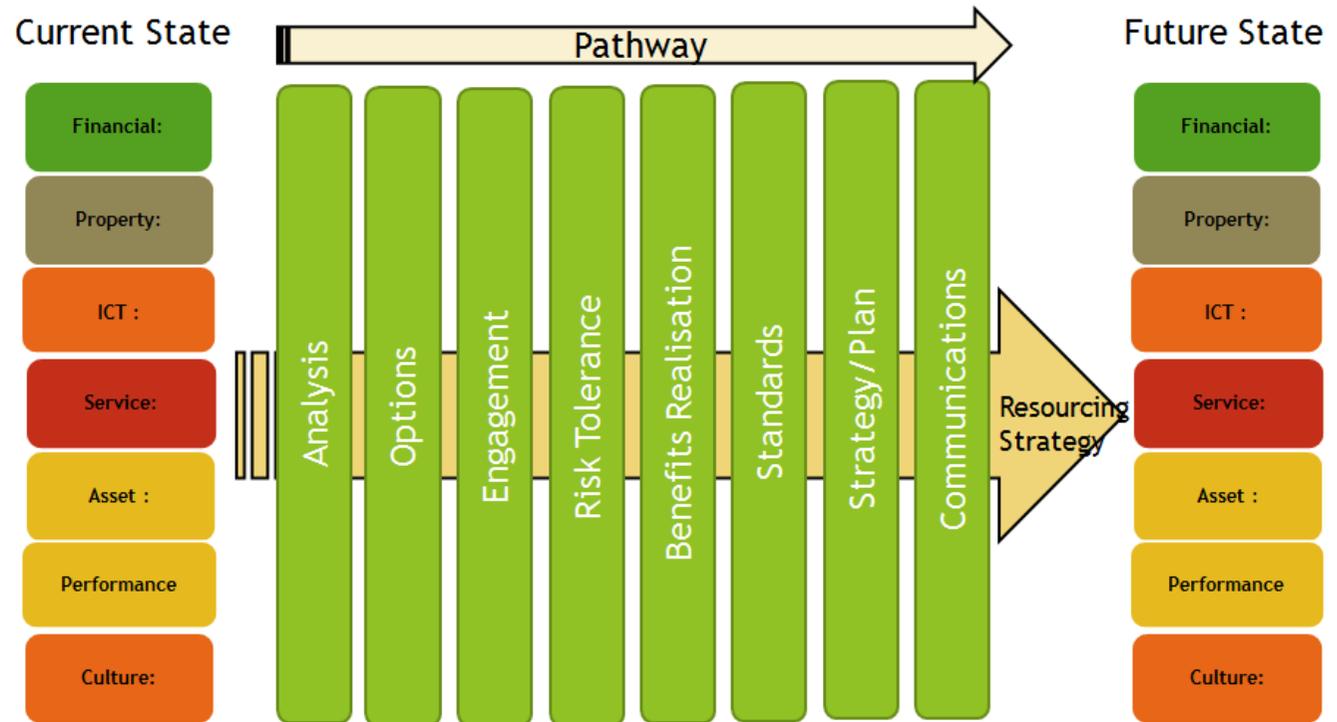


Stocktake

A stocktake or ‘environmental scan’ was undertaken as an analysis of Council’s systems of asset and financial management; the scope, scale and delivery of services; the planning and rollout of technology and workforce support; the decision-making framework; and subsequent integration into the Resourcing Strategy. Independent consultants such as Percy Allen, GHD and Noetic undertook those reviews. Key governance policies were revised and adopted.

These were used to set the governance and strategic foundations for the incoming Council. An initial assessment of the suite of strategies, plans and strategic resolutions of the former councils has informed QPRC which plans are due for review, as well as which actions or projects from those plans deliver best value through a quadruple bottom line filter before consideration in the next set of integrated plans. The strategies, plans and policies have been aligned under the strategic directions of the new council (community, connection, character, choice and capability).

The Resourcing Strategy, based on the drivers, condition and pressures identified in the strategy reviews, and nominating the capacity and capability of the merged council, was endorsed for public exhibition in July 2017.



Stronger Communities Fund Projects

Following the merger, QPRC was provided with \$15m from the NSW Government. Of this, \$5m was to cover merger implementation costs, while the remaining \$10m was provided to fund community infrastructure projects.

Council sought expressions of interest from community groups and organisations to allocate \$1m of the funding, and were assessed by an independent panel with views sought from the Local Representation Committee (LRC). This saw 51 community groups across the LGA receive up to \$50,000 to progress a range of projects. Appendix 3 lists those grant recipients and projects.

The remaining \$9m was allocated to 23 projects for community infrastructure. These projects will be undertaken over the coming three years and are summarised below:

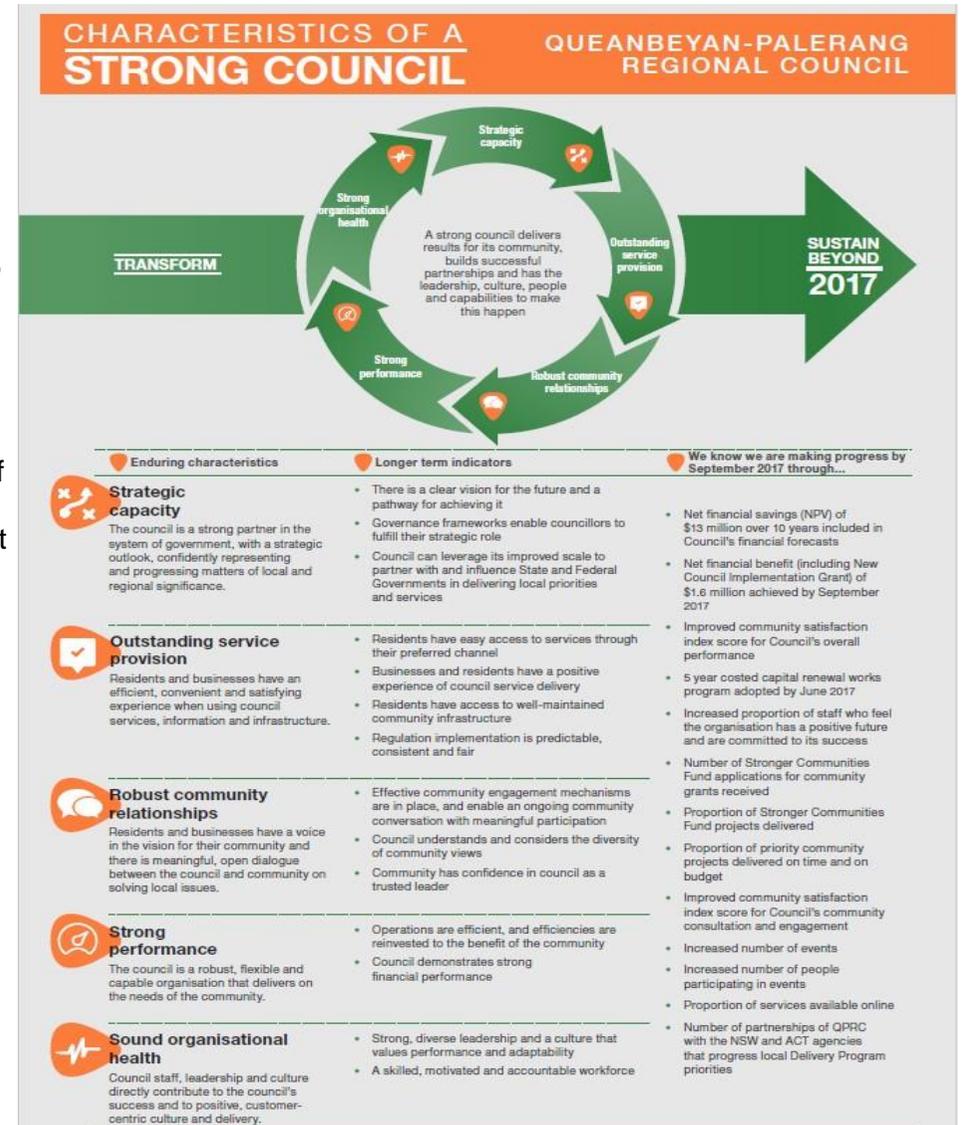
Project	Funding \$,000	Project	Funding \$,000
Araluen s.355 committee - public facilities	15	Streetscape improvements, Karabar	46
Eastern Pools upgrades	400	Queanbeyan Park central playground	250
Town centre improvements Braidwood	500	Glebe Park Playground Queanbeyan	90
Town centre improvements Bungendore	500	Henderson Road Recreation Area	125
Rusten House Queanbeyan	550	Aquatic Centre paint and restore	150
Dog Park Googong	125	Seiffert Oval spectator entrance	200
Refurbish netball courts Karabar	175	Upgraded community facilities Captains Flat	100
Wet play area Queanbeyan Aquatic	450	Lascelles street upgrade Braidwood	800
Showground Grandstand Queanbeyan	350	Upgrade lighting Margaret Donoghoe Oval	200
Seiffert Oval Lights Queanbeyan	200	Queens Bridge approach enhancement	200
Braidwood Rec Ground Stage 2	300	River path incl. low level footbridge	760
Bungendore Rec Ground Stage 1	1,500		

Performance - Stronger Councils Framework

The DPC established a performance framework for the merged councils that identified a mission and a standard set of characteristics for the councils – strategic capacity, service provision, community relationships, strong performance and organisational health. The adjacent diagram illustrates the framework. In January 2017 Council adopted further performance measures to the framework based on surveys, including a monthly 1:10 client callback to check the satisfaction with responses to customer requests. A set of other measures have been drafted with the service statements published with the Operational Plan.

Progress against the measures will be reported to the elected Council. Performance measures and targets have been drafted with the development of the service and program framework, some of which correspond with other performance reporting required to government agencies, such as Development Application turnarounds. The table below summarises progress against the Stronger Councils Framework.

Measure	Progress
Community satisfaction	JWS Research Survey August 2016 - 58%
Capital renewal works	Adopted with Resourcing Strategy
Positive culture	ICT and Change Management Surveys; Culture Survey Aug 2017
SCF applications received	103 applications; 51 grants
Engagement satisfaction	53% - baseline survey Sept 2016
Events numbers	3 Street parties, 4 Activation events; 2 Festivals
Online services	Single website launched; SNSW applications; DA tracking
QPRC partnerships	Host council for CBRJO; part of Regional Leaders Executive with NSW agencies; ACT MOU executed; Icon Water MOU draft



Key issues, achievements and highlights

Community	Choice	Character	Connection	Capability
Expanded lifeguard services and improved assets: Bungendore (BGD) and Braidwood (BWD) pools	Community and business interaction: Queanbeyan CBD Transformation Strategy and Business Connect forums	Commenced town centre streetscape and parks beautification: BGD and BWD	Opened refurbished QEII Park with Governor-General. Park received Infrastructure Sustainability Council of Australia award and NSW/ACT Park of Year	Executed MOU with ACT government for cross border infrastructure connectivity
Community Christmas street events: QBN, BGD, BWD Q-One Activation events: QBN, BGD, BWD, Captains Flat (CF) Canberra Symphony River Festival	Shop Local initiative in BGD and BWD developed, to commence in early 2017-18	Concerns raised regarding E4 zoning in parts of former Palerang	Compiled comprehensive asset renewal and upgrade schedule for consideration of assessment panel for \$9m Stronger Communities Fund asset grant	Established heads of agreement with agency as tenant within QBN head office
Major infrastructure projects nominated by the community and the Assessment Panel under the \$9m second round of the Stronger Communities Fund placed on exhibition for community consultation.	Mobile library services to remote parts of the region;	<ul style="list-style-type: none"> Community opposition to proposed Jupiter wind farm project. Council opposed Community opposition to proposed waste facility in QBN, to be determined by Joint Regional Planning Panel Community opposition to planning proposal for memorial park 	Independent panel approved environmental impact assessment for Ellerton Drive Extension (EDE). Council approved loan funding of \$36m towards the \$86m project	Mapped and populated current service statements, standards and resource costs into Camms software to enable modelling of modified levels of service impacts
Carwoola Bush Fire, 17 February 2017 - 11 homes destroyed, 12 damaged and 45 outbuildings destroyed. QPRC staff involved in front line incident response and the establishment and staffing of the Recovery Centre. QPRC Bushfire Appeal established within 24 hours ~ \$200k raised and distributed	"Meet the Maker" arts trail and reconciliation walk	Established heads of agreement with consortium to redevelop QCBD sites and civic plaza	<ul style="list-style-type: none"> Commenced integrated transport strategy Commenced review and harmonisation of asset management system Adopted Sports Facilities Strategy Adopted Regional Sports Masterplan 	<ul style="list-style-type: none"> Completed Mobility Survey – exploring options to become more of a digital workplace, and utilise mobile applications to improve delivery of services New banking services and bill payment contract awarded Awarded legal services panel contract

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Community	Choice	Character	Connection	Capability
Proposed Queanbeyan Memorial Park (Old Cooma Road/Burra rural area) of concern to a number of residents		Commenced engagement and public domain design and connectivity with QCBD masterplan	<ul style="list-style-type: none"> • Draft MOU with Icon Water to prepare concepts for upgrade to QBN Sewage Treatment Plant and accommodate some effluent flows from ACT • Draft Integrated Water Cycle Management Plan 	One-stop shop for community engagement with Council established with launch of “Your Voice QPRC” – a dedicated online engagement hub
Significant media regarding murder of service station attendant in Queanbeyan by local teenagers. Teenagers were known to staff through Youth Centre. Staff assisted police with enquiries		Significant DA approvals including: Stage 2 Googong; Seniors Living BGD;	<ul style="list-style-type: none"> • Nearing completion of Kings Highway upgrade near River Forest Road • Commenced designs for MR92 (Nerriga Road) upgrade • Roads upgrades: Captains Flat; Wanna Wanna 	<ul style="list-style-type: none"> • Awarded contract for concept plans for design of QBN head office • Review of water and sewer pricing
		<ul style="list-style-type: none"> • Regional heritage awards • Refurbishment Rusten House approved 	Continued tests for potable water from fractured rock BGD	Single finance system, PO Box, phone number and website: July 2017

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Capital works program 2016-17

Project	2016-17 budget	Actual 2016-17	Status/comment
Entrance signage Town Centres	90,000	0	Funds to be carried over to 2017-18
Entrance signage LGA	20,000	0	Funds to be carried over to 2017-18
Property Sales	200,000	0	Funds to be carried over to 2017-18
Financial System Replacement	555,011	453,692	Ongoing transition project
Revumap Implementation	82,167	89,853	Ongoing transition project
Asset System Replacement	481,665	152,204	Ongoing transition project
ICT Network Merge	140,255	105,627	Ongoing transition project
Install Equipment - Live Streaming of Council Meetings	36,974	36,974	Project complete
Geospatial System Replacement	205,024	152,752	Ongoing transition project
Human Resource and Payroll System Replacement	6,534	6,534	Ongoing transition project
Regulatory and Revenue System Replacement	323,191	27,788	Ongoing transition project
Wet Play area redevelopment	25,000	9,600	Designs complete, construction to occur in 2017-18
Plant and Equip Purchases (excl Fleet)	23,460	0	Ongoing project
QISC Extension - 2016	80,000	72,514	Majority of construction work to occur in 2017-18
Improve Public Access to PCs and Internet at Library	18,485	0	Funds to be carried over to 2017-18
Purchase of Mobile Library Vehicles	172,902	103,205	Vehicle purchased
Honour Walk project	20,000	0	Plaques to be ordered and placed in late 2017
Library Purchases Books and Non Books	0	55,797	
Rusten House Arts Centre	125,000	3,734	Funds to be carried over to 2017-18
Riverside Tourist Park Amenities Block Refurbishment	100,000	90,453	
Modifications to Customer Service Counter	10,000	0	Funds to be carried over to 2017-18
Reserve Bushland Management	15,087	16,277	
Barracks Flat Park - Upgrade equipment, soft fall, add Shade	111,135	111,135	Project complete
Parks and Sportsgrounds - Upgrade works Parks Furniture	28,202	28,202	
Wright Park - Retain erosion upper field Parks Landscaping	4,205	4,205	Project complete
Wright Park- Upper Park - Floodlights	173,962	153,112	Poles and lights installed. Power connection pending.
Barracks Flat Park - Refurbish - Parks Landscaping	9,950	9,950	Project complete
Bicentennial Park - Upgrade facilities - Footpaths	46,859	46,859	Project complete
Seiffert Oval Upgrade	0	30,845	
CBD Improvements - Stage 2	3,356,037	3,333,325	Shade sails ordered. Interpretive signage and main signage pending
Regional Sports Complex - Concept Design	3,811	3,811	Ongoing project
Parks and Recreational Facilities Upgrade Plan	29,270	15,811	Ongoing planning
Beautification Karabar Shopping/Commercial Precinct	100,000	76,767	Ongoing project
Resurface Combination soccer/basketball surface - Henderson Rd	12,300	12,300	Project complete
Upgrade Irrigation - Freebody Oval	10,000	3,390	Works almost complete

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Project	2016-17 budget	Actual 2016-17	Status/comment
Showground Pavilion and Storage	7,400	3,000	DA submitted, architects engaged
Historical Display Boards	20,000	0	Working with historical society on concepts
Commission Landscape Design Bungendore Road	10,000	0	Working with landscape architect on design
Special Rate Variation (SRV) - Wright Park lower carpark reconstruct	90,000	49,186	Works almost complete
SRV - Glebe Park- Shelters, Landscaping Furniture	55,000	7,567	Works almost complete
SRV - Wright Park- Upgrade upper amenities	120,000	50,000	Works almost complete
SRV - Coolebah Park- Upgrade equipment and soft fall	40,000	48,740	Project complete
SRV - Dane Park- Replace equipment and soft fall	40,000	40,690	Project complete
SRV 15/16 Gracelands Park- Upgrade Equip and Fittings	74,035	74,035	Project complete
SRV 15/16 Queen Elizabeth II Park-Replace equip and softfall	100,000	99,421	Project complete
Jerrabomberra Foreshore Landscaping	65,863	65,863	Project complete
Candlebark Road Park (opp Beard)	120,000	111,357	Project complete
Orana Reserve - Landscaping and Park furniture	35,000	34,341	Project complete
New Cricket Pitch - Rockley Oval Googong	40,585	40,585	Project complete
New Cricket Pitch - Duncan Fields Googong	14,812	14,812	Project complete
Upgrade Toilet in Playground - Qbn Park	150,000	116,045	Project complete
SRV - Improve Drainage David Madew Playing Fields	39,845	31,535	Project complete
Public Conveniences - QEII Park	50,000	46,703	Project complete
New Cemetery - Royalla	2,250,000	227,626	Planning proposal submitted to NSW Government
Bitumen Reseal Program and Rehabilitaton – SRV and revenue	1,119,136	1,508,784	Ongoing project
Rusten House Upgrade	48,090	52,575	Ongoing project
Old Cooma Road Stage 3 Southbar to ELP	75,000	0	Ongoing project
Ellerton Drive - Existing Depot Admin Office extensions	35,000	49,224	Project complete
New-Wanna Wanna Road Seal	1,937,892	2,032,660	Project complete
Line Marking/Kerb Ext Bicentennial/Morell	14,643	0	Funds to be carried over to 2017-18
Kerb and Gutter Replacements	71,235	62,055	Ongoing program
Footpaths - Waterfall Drive - Bellbush to Woodhill	108,000	3,022	Contract awarded, expected to be completed in 2017
Upgrades to more efficient street lighting	18,050	0	Ongoing project
Bicentennial Hall Bathrooms	116,615	53,808	Project complete
Bicentennial Hall Refurbishments	107,550	173,268	Project complete
Fernleigh Park Community Hall refurbishment	5,000	4,635	Project complete
Bicycle Paths - Tomsitt Dr to Limestone Dr	49,100	1,627	Funds to be carried over to 2017-18
Bicycle Paths - McEwan Ave Crossing	16,900	2,325	Funds to be carried over to 2017-18
Bicycle Paths - River Corridor Stage 1	56,200	42,700	Funds to be carried over to 2017-18
Collett St Bus Interchange Upgrade	11,382	11,382	Project complete
Solar Panel Project - RB Smith Centre	5,069	126	Project ongoing
Solar Panel Project - The Q	736	759	Project ongoing
Solar Panel Project - Bicentennial Hall	1,467	379	Project ongoing

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Project	2016-17 budget	Actual 2016-17	Status/comment
Roads to Recovery (R2R) 15/16 Asph Resurf -John Bull-Gregory/Canberra Ave	9,340	9,340	Project complete
Installation of Bus Stop Program	60,000	0	Funds to be carried over, project reliant on grant funding
Stair construction - Rear of Depot	8,000	9,950	Project complete
Fence Replacement Qbn Art Society Gallery - Trinculo	8,000	7,232	Project complete
Awning Construction - 256 Crawford St - Building	38,750	40,164	Project complete
Kitchen Refurbishment - City Services Depot	18,402	18,402	Project complete
Kitchen Refurbishment - Tourist Office	11,920	11,920	Project complete
Kitchen Refurbishment - Council Chambers	14,842	14,843	Project complete
15/16 – SRV Aurora Avenue Asphalt Resurfacing – Surface	584	584	Project complete
HACC AC Replacement - 257a Crawford St	24,500	24,540	Project complete
SRV 15/16 Asph Resurf -Adams-Tharwa/Cassidy-Pav	2,052	2,052	Project complete
SRV 15/16 Asph Resurf -Callum-Tharwa/Fergus-Pav	1,975	1,975	Project complete
SRV 15/16 Asph Resurf -Symonds-White/Lowe-Pav	5,182	5,182	Project complete
SRV 15/16 Road Stab -Antill-Crawford/Collett-Pav	19,804	19,804	Project complete
Security Project - CCTV	132,300	13,137	Ongoing program
Pedestrian Fac - Crawford St adjacent to Kingsley's	22,000	23,647	Project complete
Pedestrian Fac - Antill St between bus stop and Woolworths	35,000	25,139	Project complete
Pedestrian Fac - Rutledge St across from Library	21,000	19,991	Project complete
Pedestrian Fac - Crawford St Aldi	0	20,301	Project complete
Low Street Asphalt resurfacing 2015/16 – Monaro St to Rutledge	54,716	54,716	Project complete
Shared Pathway and Bridge over Queanbeyan River	0	15,255	Planning commenced, construction in 2017-18
Installation of Solar Panels Main Depot	100,000	10,288	Funds to be carried over to 2017-18
R2R 15/16 Asph Resurf -High-Bungendore/Capital Ter	41,694	41,694	Project complete
SRV 15/16 Asph Resurf -Stornaway-Uriarra/Canb -WS	31,297	31,297	Project complete
R2R 15/16 Asph Resurf -Lowe-Campbell/Isabella	23,458	23,458	Project complete
Blackspot: Atkinson and Macquid St Traffic Facilities	25,435	12,249	Funds to be carried over to 2017-18
Depot HVAC	45,000	41,155	Project complete
Gilmore Road R2R - Stabilisation	0	3,951	Project complete
Captains Flat Road (MR270) reseal and heavy patching	0	5,262	Project complete
Shared Path Lanyon Drive	55,000	1,627	Project ongoing, funds to be carried over to 2017-18
Googong Development Project – WRP	425,000	393,788	Project ongoing, funds to be carried over to 2017-18
Sewage Treatment Plant Upgrade	150,000	316,982	Ongoing project
Sewer Mains Rehabilitation - Reserve Funding	3,000,000	3,425,063	Ongoing program
Stormwater Imp and Mains Renewal Program	500,000	71,948	Ongoing program
Jerra Reservoir Cathodic Protection and Internal Painting	25,668	30,934	Ongoing project
Water Telemetry - Radio Up/Gs - Reserve Funding	7,000	155	Ongoing program
Locheil St Sewer Pump Rising Main Replacement	280,000	0	Funds to be carried over to 2017-18
Repair A/C system and Replace Fence at Old Rugby Club	50,000	5,151	Funds to be carried over to 2017-18

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Project	2016-17 budget	Actual 2016-17	Status/comment
Chargeable Works - Sewer Extension 108 Fergus Rd Karabar	4,400	4,423	Project complete
Uriarra Road Water Main Replacement	850,000	206,549	Project complete
Drainage - Wallace Street (Lascelles to Flood)	750,000	154,899	Ongoing project
Braidwood Floodplain Management Study and Plan	100,000	0	Work to be undertaken in 2017-17
South Bungendore Drainage - Ellendon to Molonglo St	250,000	0	Project ongoing, funds to be carried over to 2017-18
Bungendore Floodplain - Design of Levee and confluence arran	210,000	0	Project ongoing, funds to be carried over to 2017-18
Stormwater Improvement Program	0	141,380	Ongoing project
Bayside Sewer Pump Station Mechanical Repairs - Capital	47,236	47,236	Project complete
Project: 2104 - Palerang Water - IWCM/SBP development/review	50,000	16,899	Ongoing project
Braidwood Water - New Reservoir	31,255	0	Project ongoing, funds to be carried over to 2017-18
Captains Flat Replace Steel Reservoir	492,820	62,024	Project ongoing, funds to be carried over to 2017-18
Bungendore Sewer - S64 and Pricing Policy	50,000	16,899	Project ongoing, funds to be carried over to 2017-18
Liquid Trade Waste Operations	30,100	0	Project ongoing, funds to be carried over to 2017-18
Carwoola WPS – VSD replacement	20,000	15,670	Project complete
Fleet Purchase	960,764	574,608	Ongoing project
Plant Purchases	750,000	394,382	Ongoing project
13 Intersections Traffic Study	42,619	51,936	
Ellerton Drive Extension	1,400,000	1,855,160	Ongoing project. Construction to be managed by RMS.
Main Admin Building - Redevelopment TFR	494,333	30,183	Project ongoing, funds to be carried over to 2017-18
Barracks Flat/OCR Interim Signals – Construction	907,645	948,483	Project complete
IT Tablet and Phone Purchases	131,961	184,101	Ongoing project
Hardware Refresh – IT equipment-Budget Income	85,155	90,008	Ongoing project
Electronic Plans Development	5,783	0	Ongoing project
eLearning - Aurion Learning and Development module	15,180	0	Ongoing project
Libero Migration to Hosted Server.	0	5,155	Ongoing project

Statutory disclosures in 2016-17

Legal Proceedings

Council is required to report on costs in relation to legal proceedings taken by or initiated against Council in addition to a précis of the state of progress of each legal proceeding and the result. In the financial year ending 30 June 2017, Council expended \$1,032,217 on legal costs which included \$497,687 on litigation and court proceedings.

The following matters have been or are proposed to be dealt with by the courts. Some issues are currently under investigation and have not been included:

General Description of matter	Action	Result	Expenses 2017-18	Costs awarded
NSW Land and Environment Court				
Action to have a party recognised as a compensable interest in response of a <i>Just Terms</i> land acquisition - EDE	Matter adjourned, to be heard in September 2017	To be heard at a later date.	\$48,911	
Action by land owner against the Valuer-General's determination regarding compensation in respect of a <i>Just Terms</i> land acquisition - EDE	Matter listed for Hearing – July 2018	To be heard at a later date.	\$14,085	
Prosecution in respect of the operation of a junkyard on rural property	Heard in the Land and Environment Court	Land owner given a six month stay to "clean up" the site and then to be re-considered.	\$40,392	Costs yet to be filed - \$27,500
Appeal against Council for refusal to grant approval for a Service Station at Queanbeyan	Matter resolved by agreement	Development Approval for the Service Station issued with modified conditions to meet objection concerns.	\$178,861	
Appeal against Council for refusal to grant approval for a 50 Place Child Care Centre at Bungendore	Heard in the Land and Environment Court	The Court upheld the appeal and directed that an approval for a 40 place Child Care Centre be issued.	\$29,311	

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General Description of matter	Action	Result	Expenses 2017-18	Costs awarded
Appeal against conviction in the Local Court for illegal earthworks	Heard in the Land and Environment Court and originally in the Local Court.	Appeal dismissed and referred to the Local Court for sentence. Applicant examining further appeal options.	\$35,487	\$31,784
Appeal against Council for refusal to grant approval for a subdivision at Braidwood.	Heard in the Land and Environment Court	To be heard at a later date.	\$46,564	No costs order.
Sub Total			\$393,611	\$59,284
NSW Local Court				
SEWOL prosecutions in accordance with <i>Road Transport (General) Act 2005</i>	Heard in the Local Court	Court upheld penalty infringement notices issued.	\$6,292	\$2,000 est
Prosecution for unapproved earthworks and environmental damage	Heard in the Local Court	Defendant found guilty \$16,000 fine	\$26,025	\$12,000
Appeal against decision of the Land and Environment Court to endorse Council right to prosecute for planning breach	Heard in both the Land and Environment Court and the Local Court	The decision of the Land E court was appealed to the Court of Appeal and later withdrawn with costs awarded to Council. The matter was then heard in the Local Court with determination in the Council's favour. The matter has taken several years to resolve.	\$71,759	\$184,366 cumulative costs relating to several failed actions over three jurisdictions.
Sub Total			\$104,076	\$198,366
Non-court matters				
'Paper' subdivision in Queanbeyan			\$61,878	
Cost of pursuing overdue rates and charges			\$2,817	
Specialised planning advice for South Tralee			\$22,381	
Advice and support regarding land acquisition projects			\$141,644	
Advice and support for new Council systems			\$68,290	
Costs associated with future development of Queanbeyan CBD			\$94,395	
Other non-court costs (general legal advice, property sales, liquor licences, planning advice, legal documentation)			\$143,125	
Sub total			\$534,530	
Total			\$1,032,217	\$257,650

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Partnerships, cooperatives and joint ventures

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

- Statewide Mutual - A mutual pool scheme providing liability and general insurance cover to NSW councils.
- StateCover Mutual – A company providing workers compensation insurance cover to NSW councils.
- South East Weight of Loads (SEWOL) – Council has a management role and has four inspectors in two vehicles patrolling roads in 11 constituent councils of the region.
- ACT and NSW Strategic Land Use and Infrastructure Planning Group.
- Joint Regional Planning Panel which provides merit-based decision making on regional development within the framework of the NSW planning system.
- South East Resource Recovery Regional Organisation of Councils (SERRROC) – Council has a management role in respect of this organisation comprising 12 member councils which is a voluntary group aimed at waste reduction.
- Canberra Region Joint Organisation (CBRJO) formerly (*the South East Regional Organisation of Councils*) is a regional organisation of eight (8) Councils in conjunction with the ACT Government that facilitates opportunities and partnerships to create sustainable vibrant communities. CBRJO has developed several special purpose interest groups for regional resource sharing and information exchange.
- Southern Phone Company - \$2 shareholder.

Privacy and Personal Information ACT 1998

The *Privacy and Personal Information Protection Act 1998 (PIIP Act)* was introduced to provide central safeguards to an individual's privacy in relation to a wide variety of personal information held by public sector agencies including councils. Council must ensure compliance with the requirements of the Act and has adopted the Model Privacy Management Plan issued by the Office of Local Government.

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

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

Council collects personal information for the following purposes:

- building certificates
- compliance certificates
- consents and approvals

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

The purpose for collecting this information is to allow Council to complete its statutory responsibilities under the *Local Government Act 1993* and other legislation. Under the provisions of the *PIIP Act* individuals have the right to access their own personal information that we hold. No applications were made for information under the Act during 2016-2017 and no review of the Act or Council's procedures were required. Further information on gaining access to this information can be obtained from the Council's Public Officer on 6285 6513.

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Public Interest Disclosures Act 1994

Council is required as a public authority to report half yearly on any public interest disclosures that are reported. No disclosures were reported or finalised in the current year. Council has established an internal reporting policy and the Interim General Manager has taken action to promote staff awareness of Council's obligations including:

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

Public Interest Disclosures Act 1994			
	Made by Public Officials performing their day to day functions	Under a statutory or legal obligation	All other PIDSA
No. of public officials who made public interest disclosures to your public authority	0	0	0
No. of public interest disclosure received by your public authority	0	0	0
No. of public interest disclosures that have been finalised in this reporting period	0	0	0
No. of public interest disclosures received, how many were primarily about:			
Corrupt conduct	0	0	0
Maladministration	0	0	0
Serious and substantial waste	0	0	0
Government information contravention	0	0	0
Local government pecuniary interest contravention	0	0	0
No. of public interest disclosures (received since 1 Jan 2012) that have been finalised in this reporting period.	0		
Have you established an internal reporting policy?	Yes		
Has the head of your public authority taken action to meet their staff awareness obligations?	Yes		
If so, please select how staff have been made aware:			
<ul style="list-style-type: none"> • policy briefing from senior managers; • staff undertaking that they have read and understood your organisation's internal reporting policy; • training provided to new staff during induction; • links to intranet site; • messages in staff newsletters; • messages in circulars 			

External bodies exercising Council functions

Under Section 355 of the Local Government Act, the purpose of managing or maintaining facilities and reserves can be undertaken by a committee. The following external bodies were delegated functions by Council for 2016-17:

- Araluen Area Committee
- Braidwood Historic Cemetery Committee
- Braidwood Gymnasium Committee
- Braidwood National Theatre Community Centre Committee
- Braidwood Recreation Ground Committee
- Braidwood Saleyards Committee
- Braidwood Showground Reserve Trust
- Bungendore School Hall Management Committee
- Bungendore School of Arts Management Committee
- Bungendore Town Centre and Environs Committee
- Bungendore War Memorial Committee
- Burra/Cargill Park Management Committee
- Canning Close Reserve Management Committee
- Captains Flat Area Committee
- Carwoola/Stoney Creek Area Management Committee
- Fernleigh Park Management Committee
- Greenways Management Committee
- Hoskinstown Community Hall Committee
- Les Reardon Reserve Facility Management Committee
- Mick Sherd Oval Canteen Facility Committee
- Nerriga Sports Ground Reserve Committee
- Palerang Heritage Advisory Committee
- Royalla Common Committee
- Wamboin Community Hall Management Committee

Controlling interests in companies

Council does not have a controlling interest in any companies.

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Government Information (Public Access) Act 2009 - statistical report

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

Reviews carried out by the agency	Information made publicly available by the agency
Nil	Nil

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

Total number of applications received: 20

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

Number of Applications Refused		
Wholly	Partly	Total
2	0	2

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Schedule 2 Statistical information about access applications to be included in Annual Report

Table A: Number of applications by type of applicant and outcome*

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	1	0	0	0	0	1	0	0	2	10%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	2	0	0	0	0	0	0	0	2	10%
Members of the public (by legal rep)	1	0	0	0	0	1	0	0	2	10%
Members of the public (other)	10	0	3	1	0	0	0	0	14	70%
Total	14	0	3	1	0	2	0	0	20	
% of Total	70%	0%	15%	5%	0%	10%	0%	0%		

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Information not Held	Information Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	0	0	5	0	0	0	0	0	5	25%
Access applications (other than personal information applications)	14	0	0	0	0	0	0	0	14	70%
Access applications that are partly personal information applications and partly other	0	1	0	0	0	0	0	0	1	5%
Total	14	1	5	0	0	0	0	0	20	
% of Total	70%	5%	25%	0%	0%	0%	0%	0%		

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

Table C: Invalid applications

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

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

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

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

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

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

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Table F: Timeliness

	Number of applications*	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	15	75%
Decided after 35 days (by agreement with applicant)	3	15%
Not decided within time (deemed refusal)	2	10%
Total	20	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	1	1	2	40%
Review by Information Commissioner*	1	1	2	40%
Internal review following recommendation under section 93 of Act	1	0	1	20%
Review by NCAT	0	0	0	0%
Total	3	2	5	
% of Total	60%	40%		

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

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

	Number of applications for review	% of Total
Applications by access applicants	5	100%
Applications by persons to whom information the subject of access application relates (see section 54 of the Act)	0	0%
Total	5	

Table I: Applications transferred to other agencies.

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

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Risk Management

Risk management in Local Government has developed from an appreciation of insurable risk and is progressing to an Enterprise Risk Management perspective. Both the former Queanbeyan City Council and Palerang Council had in place Risk Management systems that had been developed to suit the needs of the individual Council. The systems were at a different level of maturity with differing emphasis. Queanbeyan had in place a dedicated Risk Management Committee and specialist staff where as Palerang used its Executive for this purpose.

Amendments to the *Local Government Act 1991* recognise that councils must undertake sound risk management practices and extends the scope of the Audit Committee to also capture “Risk Management” and “Business Improvement”. This Committee will now be known as the Audit, Risk Management and Improvement Committee and its charter has been broadened to reflex this expanded role.

An Assurance Framework review was undertaken by independent auditors following the merger, identifying any gaps in the three lines of defence and recommending an audit schedule for QPRC. Key findings were:

- there are generally effective ‘first line’ controls and activities in place to address the key risks faced by Council.
- key operational risks in relation to compliance, such as risks around the approval of land development applications, or the public safety of Council facilities are effectively addressed through compliance and quality checks.
- the existing systems to manage policies, directives and procedures do not automatically update, or prompt an update.
- there was a need to rationalise the risk register.
- there was an opportunity to identify and focus on enterprise strategic risks at Executive level.
- there was an opportunity to implement intuitive online tools to identify risks, their treatments and appetite, inform decisions and report on risk performance.

The Audit Risk and Improvement Committee also now has a greater role in Risk Management and an Internal Risk Management Group has been established to work with the Council Executive, management and the Committee to develop an Enterprise Risk Framework for the organisation.

This revised framework together with a statement of risk appetite, a revised policy and risk register is in the course of development to capture organisational risk and treatments

There is a need to better integrate Risk Management into our planning and reporting practices and other corporate activities. The risk strategy will identify risk actions that will need to be undertaken. These actions will need to be incorporated into in Integrated Planning and Reporting reports, Service Statements, individual manager’s performance plans and Council reporting in particular to Council’s Audit, Risk Management and Improvement Committee.

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These processes should be finalised in 2017-18. During 2016, a probity review was also undertaken resulting in the preparation and adoption of a probity management framework.

Code of Conduct

Queanbeyan-Palerang Regional Council adopted the Model Code of Conduct prepared by the Office of Local Government at its meeting on 12 October 2016. Council is required to report annually to the Office of Local Government for the period ending 30 September on Code of Conduct matters. During 2016-17 one complaint made against the Administrator was received and as required by the Code it was referred to the Office of Local Government for consideration.

The Office of Local Government dismissed the complaint on the basis that it related to Council process and clarification on matters raised was provided. No breach of the Code of Conduct was sustained.

Number of complaints and associated costs	
The total number of Code of Conduct complaints made about Administrator and the General Manager under the Code of Conduct.	1
The number of Code of Conduct complaints referred to a conduct reviewer.	0
The number of Code of Conduct complaints investigated by a conduct reviewer.	0
The number of Code of Conduct complaints investigated by a conduct review committee.	0
The total cost of dealing with Code of Conduct complaints made about councillors and the General Manager, including staff costs.	\$0

Preliminary Assessment Statistics	
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage.	0
The number of those complaints finalised by any of the following recommendations:	
To take no action.	0
To resolve the matter back to the General Manager or the Mayor, for resolution by alternative and appropriate strategies.	0
To refer the matter to another agency or body such as, but not limited to, the ICAC, the NSW Ombudsman, the OLG or the Police.	0
To resolve the complaint by alternate and appropriate strategies	0
To investigate the matter.	0
The recommend that the Complaints Coordinator convene a conduct review committee to investigate the matter.	0

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Final Investigation Statistics	
The number of Code of Conduct complaints investigated by a conduct reviewer or conduct review committee	0
The number of these complaints finalised by any of the following:	
That the Council revise any of its policies or procedures.	0
That the subject person undertake any training or other education relevant to the conduct giving rise to the breach.	0
That the subject person be counselled for their conduct.	0
That the subject person apologise to any person or organisation affected by the breach.	0
That findings of inappropriate conduct be made public.	0
In the case of a breach by the General Manager, that action be taken under the General Manager's contract for the breach.	0
In the case of a breach by a councillor, that the councillor be formally censured for the break under section 400G of the Act.	0
In the case of a breach by a councillor, that the matter be referred to the OLG for further action.	0

Complaints reviewed by the OLG	
Number of matters reviewed by the Office	1
Outcome: Decision sustained	0
Outcome: Decision overturned	1

Fraud control

Council has zero appetite for any form of fraud or corruption, and has adopted a fraud control policy and implemented fraud prevention systems and strategies. An internal audit of Council's fraud control framework was undertaken during the year, and results will inform the update of these arrangements to be undertaken in 2017-18.

Fraud control awareness is included as part of induction for new employees and regularly communicated to staff.

Staff are also encouraged to utilise protections available under the Public Interest Disclosures Act 1994 if they are aware of fraud within the organisation.

Guidance in respect of fraud control is also provided by Council's insurers.

An instance of possible fraud was detected during 2015-16, and the matter subsequently dealt with by the responsible government agency which has advised that action will be taken against the company.

Complaints handling

Complaints are defined in Council's Complaint Handling Policy as an *expression of dissatisfaction with Council's level or quality of service or policies or procedures*. Dissatisfaction may arise from the service or behaviour provided by Council staff, councillors, or contractors or from the impact of a particular policy or procedure.

A complaint **does not** include:

- A request for service
- A request for information or explanation of policies or procedures or decisions of Council
- Reports of damaged or faulty infrastructure (eg. pothole)
- Reports of hazards (eg. fallen trees etc.)
- Reports concerning neighbours or neighbouring property (eg. noise complaints etc.)
- A comment on Social Media.
- The lodging of an appeal in accordance with procedure or policy.

Any complaint is processed in accordance with the Complaints Handling policy. During the reporting period two formal complaints were processed in accordance with the policy.

Audit Risk and Improvement Committee

Council established an Audit, Risk and Improvement Committee to provide independent assurance and assistance to the Queanbeyan-Palerang Regional Council. The role and responsibilities of the Committee, defined in its charter, are to assess the effectiveness of Council's frameworks, actions and controls in relation to risk improvement.

The Committee's membership comprised two members from each of the former Palerang and Queanbeyan City Councils' committees.

Membership and meeting attendance of the Committee during 2016-17, including the out of session consideration of the annual financial statements for the former Queanbeyan City Council, was as follows:

Member	Meetings attended
Mr Peter Bray (Administrator's representative)	4
Mr Andrew Cox (Chair)	3
Dr Ken Crofts	4
Mr Max Shanahan	4

Mr Bray's membership ceased on 30 June 2017.



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Equal Employment Opportunities (EEO) Management Plan

Council's Equal Employment Opportunity (EEO) Policy and Plan are being reviewed as part of Council's policy harmonisation program. Many of the former Queanbeyan City and Palerang Councils' policies and practices in relation to EEO have continued within Council's recruitment and selection, training and development, promotion and temporary transfer and terms and conditions of employment processes.

An important component of the review is to compare Council's EEO statistics with those of the new Local Government Area. The 2016 Census will assist with informing Council of the area's demographics and assist with workforce planning and strategies to ensure Council's workforce reflects the community we serve.

EEO Statistical Information

Council employees are asked to self-identify on commencement of employment if they come from a culturally diverse background or if they are Aboriginal or have a disability.

At the end of the 2016/17 Financial Year, the percentage of staff members for Queanbeyan-Palerang Regional Council within each target group are shown on the right:

Group	2016-17
Women	36.5%
Culturally Diverse	14.1%
Aboriginal	2.5 %
Disability	1%

Age Group – Staff aged:	%
15 to 19 years	0.0%
20 to 24 years	6.8%
25 to 29 years	7.1%
30 to 34 years	6.8%
35 to 39 years	7.8%
40 to 44 years	10.3%
45 to 49 years	16.1%
50 to 54 years	18.9%
55 to 59 years	12.8%
60 to 64 years	11.3%
65 years or older	2.0%

The age demographic for all Council employees are outlined on the left and 26% of Council employees are aged 55 or over and will be eligible to retire in the next 10 years.

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Activities to Implement Equal Employment Opportunities (EEO) Management Plan

All activities within the former Council's EEO plans will be reviewed for the new Council's EEO Policy and plan.

Objective	Activities
<p>Communication and Awareness <i>Continual communication of the responsibilities of Council's EEO principles and practices to all current and potential employees through proactive presentations and other communication mechanisms.</i></p>	<p>Strategies utilised during the reporting period to increase awareness of Council's EEO Policy included:</p> <ul style="list-style-type: none"> • Links on the Web page and intranet for members of the community and staff to view former Councils' Policies. • All job advertisements for vacancies within Council encourage applications from groups identified in the EEO Policy and Plan. • Through Council's performance appraisal process and system, staff and managers are required to assess an individual's demonstration of EEO principles and practices through their team work and understanding of the work environment during the appraisal year.
<p>Recruitment and Selection <i>To ensure that all recruitment and selection in Council is undertaken in accordance with Council's policy and procedures, is inclusive and reflects Council's EEO and merit principles.</i></p>	<ul style="list-style-type: none"> • Council's interim recruitment and selection processes (due to merger) have been mapped and ensure a fair and equitable process for all employees. For EEO specific strategies all panels were made up of staff members which were representative of the different EEO groups. In particular, an Aboriginal staff member was on every selection panel for vacant positions that attracted applications from Aboriginal or Torres Strait Islander candidates.
<p>Training and Development <i>To review training and development policies and procedures to ensure they conform with EEO principles, which incorporates opportunities for training and development for EEO target group members</i></p>	<ul style="list-style-type: none"> • As with previous years, the focus for Learning and Development for the Financial Year focussed on Work Health and Safety compliance and job specific requirements. • Council's learning and development plan is being reviewed and further developed to take into account the new organisation and its workforce requirements for the future. • 5% of staff are accessing formal qualifications through Council's Studies Assistance and Traineeship programs.

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Objective	Activities
<p>Promotion advancement and higher duties. <i>To ensure all instances of promotion, transfer and the allocation of higher duties were offered following fair and consistent processes. Eligible employees receive due consideration as applications are received and merit is established.</i></p>	<ul style="list-style-type: none"> • As per Section 354H of the Local Government Act 1993, all vacancies are advertised internally to assess staff suitability before a vacant position is advertised externally. • This has provided an opportunity for staff to be promoted within the organisation as the transition structure is being implemented. • Access to higher duties and temporary transfer at level was undertaken in accordance with the merit principle.
<p>Grievance Procedures <i>To ensure any grievance that is raised is treated equitably and in accordance with Council's procedure.</i></p>	<ul style="list-style-type: none"> • All formal staff complaints or grievances notified were dealt with in accordance with Council's processes.
<p>Internal Partnerships <i>Council is committed to working with target groups to assist in implementing and considering EEO principles in their decision making processes.</i></p>	<ul style="list-style-type: none"> • Council's Workforce Management Strategy has been reviewed for the new organisation and an action plan is being developed. The action plan is intending to include consultation with, and programs to engage with, diverse groups within our community who are underrepresented in Council. • Council's Workplace Consultative Committee is consulted on those matters within their constitution and scope in accordance with the <i>Local Government (State) Award 2017</i>.
<p>Terms and Conditions of Employment. <i>To ensure all employees' conditions of service confirm with EEO principles.</i></p>	<ul style="list-style-type: none"> • All employment conditions administered by Council during the 2014-15 financial year were compliant with Council's EEO principles and the <i>Local Government (State) Award 2017</i>.

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General Manager's remuneration package

The General Manager's total remuneration package was valued at \$327,762.77. This amount is made up of salary, superannuation, vehicle allowance and two weeks annual leave.

Senior staff remuneration package

Queanbeyan-Palerang Regional Council employed five senior staff members (excluding the General Manager) during 2016-17. The total remuneration package for senior staff was \$1,131,703.32 (including superannuation and payments that were not included in a salary portion of their package). Note: this figure does not include termination payments made to senior staff who left the organisation during the year. The [Transition Organisation Structure was adopted in January 2017](#). It is aligned to the strategic pillars adopted by Council to enable line of sight of the organisation activities (services, programs and assets) to the organisation structure and accounting frameworks. The interim structure comprised 10 executive and 19 managers, reducing to 5 executive and 17 managers in the Transition Structure.

Council-funded overseas visits by councillors or others

As Council was under Administration, there were no councillors for Queanbeyan-Palerang Regional Council during 2016-17. The Administrator did not undertake any Council-funded overseas visits.

Councillor attendance at Conferences

As Council was under Administration, there were no councillors for Queanbeyan-Palerang Regional Council during 2016-17.

Training and skill development for councillors

As Council was under Administration, there were no councillors for Queanbeyan-Palerang Regional Council during 2016-17.

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Annual donations program and other contributions

Donation recipient	Amount (\$)
ACT Eden Monaro Cancer Support Group Inc	2,000.00
Australian Breast Feeding Association	750.00
Australian Macedonian Pensioner Group St Illja Inc	750.00
Anglican School Googong	400.00
Carwoola Bushfire Appeal	10,000.00
Festival of Ability	2,250.00
High Street Care	2,000.00
Immune Deficiencies Foundation Australia	1,363.64
Jerrabomberra Combined Probus Club Inc	100.00
Karabar Preschool	1,500.00
Life Resource Centre (Friends of Jimmy Choir)	136.00
Meal on Wheels	1,680.11
Ngambri Local Aboriginal Land Council	388.18
National Indigenous Training Employment	1,500.00
NSW State Emergency Services - Contribution	113,638.34
NSW Fire and Rescue - Contribution	424,348.83
NSW Rural Fire Services - Contribution	577,186.22
Oz Harvest Limited	750.00
Queanbeyan Business Excellence Awards Co	1,500.00
Queanbeyan And District Dog Training Club	824.50
Queanbeyan and District Preschool	2,420.00
Queanbeyan Lions Club	4,614.00
Queanbeyan Schools - Tournament of Mind /Speech Day	1,100.00
Queanbeyan Schools as Community Centres	898.82

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Donation recipient	Amount (\$)
Queanbeyan Show Society	11,000.00
Queanbeyan Racing Club	8,000.00
Queanbeyan Sustainability Group Inc	1,513.50
South East Academy of Sport	22,349.60
Skopje Storm Appeal	1,000.00
Snowy Hydro Southcare	17,000.00
View Clubs of Queanbeyan-Bungendore	608.00
Donations to various cultural activities	
Queanbeyan Pipes & Drums - Queanbeyan Ceilidh	213.60
Donations Equivalent to rent Levies	
Queanbeyan Special Needs Group	3,377.93
Queanbeyan FM	1,230.46
Sport Assistance Scheme	
Queanbeyan Netball Association	708.18
2017 Kanga Cup - Monaro Panthers	7,000.00
YMCA of Queanbeyan	300.00
Stronger Communities \$1m - Communities Groups	1,106,250.79
Stronger Communities \$9m - Araluen s.355	15,000.00
TOTAL Donations and Contribution in 2016-17	2,347,650.70

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Rates and charges written off

Rates and charges written off	Amount
Rates relief	\$8,762
Rates and charges (pension concessions)	\$851,061.24
Special Rate Variation pension concessions (Council-funded) Queanbeyan only	\$71,657.31
Water meter size Reassessment Policy	\$29,411
Water undetectable leak write offs	\$12,351.87
Small balance/interest write offs	\$5,441.88

Companion animals

The animal management expenditure in the 2015-16 financial year was \$297,147. Income from companion animal activities in 2015-16 was \$178,693.

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

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

Works - Section 67

No contestable or private works were carried out by Council where the works were fully or partially subsidised by Council.

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Stormwater Levy

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

During 2016-17, stormwater rehabilitation works were completed for the initially identified scope of works for the critical pipes. This rehabilitation work will improve existing stormwater services network. Further condition inspection and rehabilitation works need to continue to improve the stormwater network system improvement.

Major contracts awarded

Contract number	Nature of contract	Name of contractor	Contract amount (ex GST)
01/2017	Wanna Wanna Road Construction – Gravel Supply Contract	Schmidt Quarries	\$244,090.00
04/2017	Stormwater rehabilitation program	Interflow	\$870,085.00
05/2017	Supply and Deliver DGB20 Nerriga Road	Schmidt Quarries	\$402,050.00
06/2017	Googong Township Monitoring Brief and Costing	SMEC Australia	\$343,453.00
07/2017	Queanbeyan-Palerang Regional Council and LGP Trade Services Panel Tender	Various	Schedule of rates
08/2017	Selective Clearing of Trees and Destruction of Termite Mounds	East Coast Vegetation Management	\$73,045.00
09/2017	Design consultancy for Back Creek Bridge	Pitt and Sherry PL	\$66,891.00
10/2017	Supply and Deliver DGB20 MR79 Goulburn Road Segment 520	Schmidt Quarries	Schedule of Rates
11/2017	MR51 Kings Highway segment 130 Supply imported stabilised DGB20	Holcim	Schedule of Rates
12/2017	Banking Services Tender	National Australia Bank	Schedule of Rates
14/2017	Integrated Transport Strategy	Aecom Australia	\$164,820.00
16/2017	Queanbeyan Park Playground Toilet Block	Exeloo Pty Ltd	\$149,900.00
17/2017	QISC Extension Work	Kane Construction	\$4,308,181.00
VP68975	Queanbeyan Integrated Water Cycle Management Strategy	Aecom Australia	\$214,760.00

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Swimming pools

Under section 18 of the *Swimming Pools Act 1992*, Council is required to report on its activities regarding swimming pool inspections.

During the period 1 July 2016-30 June 2017, the Queanbeyan-Palerang Regional Council undertook the following:

Inspections of Tourist and visitor accommodation	10
Inspections of dwellings with more than 2 dwellings	3
Inspections resulting in Compliance Certificates under 22D	45
Inspections resulting in Non-Compliance Certificates under 18B	0

Environmental Planning Assessment (Planning Agreements)

During the period only one planning agreement was effected which was the Googong Urban Development Local Planning Agreement. This took the form of five parcels of land being dedicated to Council for open space/recreational purposes in accordance with the provisions of the Local Planning Agreement. The other local planning agreements were not activated during the period.

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Sponsorships

Name of organisation	Relationship	What the sponsor agreed to provide	What Council agreed to provide	Financial commitment to Council	Approximate value provided to Council
National Tree Day 2017					
National Capital Toyota	Sponsor	<ul style="list-style-type: none"> Plant Guards and Stakes National Tree Day Shirts and gloves Miscellaneous National Tree Day items 	<ul style="list-style-type: none"> National Capital Toyota sign on any National Tree Day advertising or promotional material National Capital Toyota were allowed to wear their uniform and have a sign and branded car at event. 		Approx. \$700
Music by the River					
ICON Water	Principle sponsor of Music by the River	The Canberra Symphony Orchestra as entertainment for the event	Venue, sound and production.	Undisclosed	Increased awareness in the region. Economic and tourism outcomes.
Q-One Queanbeyan Aquatic Centre					
Peters Ice Cream	Supplier	Sponsorship of our Kiosk \$1,100	Council provided - Peter Ice Cream with the opportunity to be the sole ice cream supplier to the QBN pool, for a one-year period.	\$1,100	\$1,100
Q-One Summer Activation Events					
Coles Queanbeyan	Food Supplier – Summer Activation Event	To provide a free BBQ at the summer activation events: Braidwood, Captains Flat and Queanbeyan.	Council hosted a free community event based on the activation of the pools in the region.	\$0.00	\$900
IGA Bungendore	Food Supplier – Summer Activation Event	To provide a free BBQ at the summer activation events: Bungendore.	Council hosted a free community event based on the activation of the pools in the region.	\$0.00	\$462
The Q					
Queanbeyan City Travel	Venue Sponsor	Weekend Holiday Package Prize for a volunteer and prizes for patrons.	Exposure in our season brochure, acknowledgement at our launch and through social media.	\$0.00	\$2,350

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The Royal Hotel	Venue Sponsor	Season Launch Food and Champagne.	Exposure in our season brochure and acknowledgement at our season launch.	\$0.00	\$2,500
Hot Potch	Venue Sponsor	Season Launch Food.	Exposure in our season brochure and acknowledgement at our season launch.	\$0.00	\$600

Appendix 1 - Roadmap

No.	Roadmap for Phase 1.	% Complete
Due by End of September 2016 (Items 1 – 8)		
1.	Identify process and timing for moving to new salary structure.	100
2.	Adopt an operational plan, budget and fees and charges for 2016-17.	100
3.	Issue rates notices.	100
4.	Document service levels and plan a review process.	100
5.	Adopt a code of conduct.	100
6.	Commence development of an organisational structure, including consultation with Consultative Committee.	100
7.	Deliver initial community engagement activities.	100
8.	Continue to deliver the Implementation Plan and monitor and report progress.	100
Due by End of December 2016 (Items 9 – 13)		
9.	Adopt the logo and other key elements of the visual identity, prepared with community input.	100
10.	Incorporate the statement of local benefits into the Implementation Plan.	80
11.	Prepare the audited financial reports for the former councils.	100
12.	Continue to deliver the Implementation Plan and monitor and report progress.	100
13.	Prepare and adopt a statement of vision and priorities, with community input.	100
Due by End of March 2017 (Items 14 – 16)		
14.	Prepare the draft operational plan 2017-18, including integrated budget, with community input	100
15.	Deliver a new website, which features the new visual identity	100
16.	Continue to deliver the Implementation Plan and monitor and report progress	100
Due by End of June 2017 (Items 17 – 19)		
17.	Have new workers compensation arrangements in place.	100
18.	Adopt the operational plan 2017-18, including integrated budget.	100
19.	Undertake a thorough review of the Implementation Plan to focus on the second year of Council.	75

Appendix 2 – Progress against KRAs

Key Result Area	Progress
<p>Service continuity</p>	<ul style="list-style-type: none"> • Online payments • Pre-planned capital projects (eg Captains Flat Road, Wanna Road) delivered • Even though finance, banking payroll, DA and records systems of former councils were not integrated, little impact on clients • Achieved federated Telstra network across QBN, BGD and BWD March 2017 • Resolved to acquire TechnologyOne integrated software platform based on former Palerang licence, under s55 exemption • Mapped current level services, programs and activities; adopted Service and Program Framework January 2017, to guide organisational structure, performance and accounting frameworks • Engaged fixed term staff resources to deal with DA surge and post-merger planning legacy matters; and staff turnover and change management load
<p>Robust governance</p>	<ul style="list-style-type: none"> • Local Representation Committee (4 x former councillors), Implementation Advisory Group and Audit Risk and Improvement Committee provided assistance to Administrator and independent oversight of merger • Independent audits of progress against DPC merger actions • Published Transition Plan and reports on progress • Completed 'stocktake' of former strategies and plans: ICT, finance, asset, property, services • Independent asset and financial sustainability review (PAA/GHD), shaped the adopted Responsible Scenario financial strategy • Audit of decision-making framework • Commenced review of policies; completed key council policies (Codes, donations etc) • Unqualified external audits of former council financial statements 2015/16
<p>Easy to do business</p>	<ul style="list-style-type: none"> • Introduced Business Connect programs to QBN, BGD and BWD • Piloted online tree and waste applications through SNSW • Positive feedback on resolution of issues and processing of DAs • Piloted 'easy to do business' start-ups with SNSW July • New single integrated website launched July 2017

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Key Result Area	Progress
Engaged staff	<ul style="list-style-type: none"> • Community and staff engagement plan June 2016 • Weekly staff communiques, monthly newsletters, quarterly get togethers/BBQ • Staff surveys through ICT and change management audits • Level 2-Level 4 staff involved in 'colloquium' (leadership training) personal and team development • Transition organisational structure adopted January 2017; L2 commenced May, L3 engaged June, L4 placed July • 10% staff turnover • 1 in 5 staff now worked longer with QPRC than former councils • Commenced staff training in Lean/Agile review and project delivery
Involved communities	<ul style="list-style-type: none"> • Regular positive feedback from community via social media and at events • Community and staff engagement plan June 2016 • Bi-monthly community newsletters to letterboxes • Weekly e-newsletter to subscribers • LRC members participated on community/s.355 committees (63) • Quarterly community forums at QBN, BGD, BWD and Captains Flat • Multi-channel community engagement (services, vision, economic development, CBD masterplan) February-April 2017 • Community engagement report June 2017 • Community engagement strategy July 2017 • Council meetings alternate between QBN and BGD • Council meetings live-streamed on web
Readily identify	<ul style="list-style-type: none"> • Visual Identity - Concept brand for the new organisation, adopting the theme <i>"one heart many parts"</i> • Merged the demographic and economic ID Profiler on web • Expanded mix and scope of donations, grants and subsidies to community
A shared vision and direction	<ul style="list-style-type: none"> • Strategic directions statement March 2017 • Community Strategic Plan drafted July 2017, awaiting elected councillor input • Resourcing Strategy adopted July 2017: comprising asset, workforce, ICT, risk and financial plans • Strategies adopted: Tourism, QCBD Transformation; Smart City; Digital Economy; Rural Lands Strategy; Captains Flat Flood Plan; Sporting Strategy; Disability Inclusion; Queanbeyan STP Masterplan • Commenced Integrated Transport Strategy

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Key Result Area	Progress
Rates maintained within existing pathways	<ul style="list-style-type: none"> • Independent asset and financial sustainability review recommended average ~ 1% increase pa above CPI, to manage asset backlog, but reliant on productivity gains from merger • All merged councils had property revaluations undertaken by NSW Valuer-General. Residential properties rose average 1.48% in former QCC and 4.07% in former PC, while the combined increase across QPRC was 2.16% • Operational Plans 2017 and 2018 adopted, retaining same general rates structure, with total yield increased by rate peg only in accord with Government rate pricing path freeze • Independent water and sewer pricing review • Water, sewer and waste charges increased in accord with former councils' pricing path • New bulk water supply contract negotiated with Icon Water
Clear, measurable benefits	<ul style="list-style-type: none"> • Stronger Communities Fund applications independently assessed; \$10m community and asset projects funded • Stronger Councils Framework performance measures adopted January 2017 • Merger savings of \$600k identified
A newly elected council	<ul style="list-style-type: none"> • Reports on preparations for election June; and onboarding elected councillors July 2017

Appendix 3 – Stronger Communities Fund Grants – Phase 1

Project	Purpose	Amount
Queanbeyan Landcare Inc.	Friends of Mt Jerrabomberra and Stringybark Ridge (FOMJASR) Bushcare Group	\$1,386
Wamboin "Drop In" Activity Group	Wamboin "Drop In" Activity Group	\$2,000
Karabar Preschool	Office area renovation	\$2,420
Wamboin Community Association Inc. (WCA)	Littlish Libraries for Wamboin, Bywong and Sutton – A Little Free Library community book swap project	\$3,500
Nerriga Progress and Sporting Association Inc.	Painting and refurbishing of exterior and parts of interior of Nerriga Hall	\$5,410
Royalla Country Fair Association Inc.	Power to the Royalla Country Fair	\$8,500
Braidwood Recreation Ground s.355 Committee	Furnishing the newly acquired Canteen and Club Room at Braidwood Recreation Grounds.	\$9,330
Queanbeyan District Cricket Club	Queanbeyan Cricket Pavilion Clock	\$10,000
Majors Creek Festival Inc.	Waste recovery and Landcare partnerships at a public event	\$11,637
Bungendore Preschool	Renovating existing bathroom to provide a clean and safe environment	\$13,518
Burra Community Association (BCA) in cooperation with the Burra, Cargill Park Management Committee (s.355 Committee) (BCPMC)	Enhancements to Burra Park and hall	\$13,680
Queanbeyan and District Preschool Association	Solar Gain	\$14,000
Queanbeyan District Cricket Club	Queanbeyan Cricket Pavilion Improvement Project	\$15,000
Valmar Support Services Ltd	Linking community service provision for sustainable flexibility	\$17,500
EveryMan Australia Inc.	Regional Partnerships in preventing domestic and family violence	\$20,000
Braidwood Men's Shed	Triple Garage	\$25,000
Bungendore War Memorial Hall	Replacement of windows and restoration of window surrounds, and repainting of the hall	\$25,000
Queanbeyan Little Athletics Centre (QLAC)	Moving QLAC into the 21st century	\$25,000
Queanbeyan District Girl Guides	Queanbeyan Girl Guides facility upgrade	\$25,000

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Project	Purpose	Amount
Braidwood Urban Landcare Group (BULG)	Flood Creek Community Recreation Precinct	\$26,000
Les Reardon Reserve s.355 Committee in conjunction with Bywong Community Assoc Inc.	Safe facilities access for the Les Reardon Reserve	\$26,365
Wamboin Community Association Inc. (WCA)	Enhancing the capability of the Wamboin Community Hall Complex through the purchase and installation of Audio Visual (AV) equipment.	\$30,000
Queanbeyan Park Tennis Club Inc.	Disability Access Project	\$32,162
Royalla Common s.355 Committee	Completion of Royalla Community Hall	\$32,168
Campbell Street Children's Centre	Bathroom renovation and re-fencing of service outdoor playgrounds.	\$33,000
Braidwood and District Historical Society	Museum Archival Storage Project	\$41,000
Braidwood Regional Art Group (BRAG)	Enhancing community access and opportunity at the Braidwood Community Arts Centre.	\$46,150
Bungendore Showground Trust	Upgrading and rationalising the exhibition hall and undercover facilities	\$48,572
1st Bungendore Scout Group	Construction of a Scout and Community Hall in Bungendore	\$50,000
Googong Residents Association	Googong Dog Park	\$50,000
Monaro Panthers FC Inc.	Community Football Support	\$50,000
Home in Queanbeyan	Extending Home - Giving Hope	\$50,000
Queanbeyan Tigers Australian Football Club Inc.	Upgrade of oval lighting at Allinsure Park (Margaret Donoghoe Sporting Complex) Queanbeyan	\$50,000
Queanbeyan and District Historical Museum Society Inc.	Queanbeyan Museum Rural Display Redevelopment: Conservation, Interpretation and Protection Works	\$50,000
Braidwood National Theatre and Community Centre s.355 committee	Braidwood National Theatre and Community Centre (BNTCC) Building insulation and refurbishment.	\$50,000
Italian Community Festival Inc.	Casa d'Italia - Italian Community Hall	\$50,000
Queanbeyan Netball Association	Resurfacing Queanbeyan Netball Courts	\$50,000
Queanbeyan Children's Special Needs Group Inc.	Group Therapy Room, 1 Thorpe Avenue Queanbeyan	\$50,000
Queanbeyan Art Society	Extension to Queanbeyan Art Society 2016/2017	\$50,000

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Project	Purpose	Amount
Gundillion Recreation Reserve Trust	Co-funding for Telecommunications Tower at Gundillion Krawarree	\$50,000
Lions Club of Queanbeyan Inc.	Queanbeyan Lions Centenary Legacy Project – Lions Inclusive Playground	\$50,000
Araluen Area s.355 Committee	New Public Toilet Block for the Araluen Recreation Ground	\$50,000
Braidwood Showground s.355 Committee	Projects for Braidwood Showground Reserve Committee, Braidwood Show Society, Braidwood Rodeo Association, Braidwood District Pony Club (2 projects), Braidwood Polocrosse Club, Braidwood Campdraft Club	\$100,000