

Operational Plan 2016-17

QPRC
Queanbeyan-Palerang Regional Council



Queanbeyan-Palerang Regional Council Operational Plan 2016-17

Offices: 144 Wallace St, Braidwood
10 Majara St, Bungendore
256 Crawford St, Queanbeyan

Contact: **Bungendore/Braidwood:**
Ph: 02 6238 8111
Fax: 02 6238 1290
Queanbeyan:
Ph: 6285 6000
Fax: 6285 6666
E: council@qprc.nsw.gov.au
W: www.qpr.nsw.gov.au

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Message from the Administrator

Welcome to the Operational Plan for the new Queanbeyan-Palerang Regional Council. Following the announcement of the merger between the former Queanbeyan City and Palerang councils, we were required to develop a combined Operational Plan. Due to the tight timeframes, the NSW Government has advised that the Operational Plans of the former councils do not need to be fully integrated, however must be advertised together.

It is important to understand that this Operational Plan represents the final year of the Delivery Program of the former Queanbeyan City and Palerang councils and thus includes the projects and services the two former councils intended to undertake.

The merger of the two councils will create a great opportunity for us to develop a new Council which provides quality services to the community. This will not be an easy task and will not happen overnight, however I am very confident in Council's very skilled and dedicated senior officers to guide us through the transition period and set this Council up for a great future.

Some of the major projects included in the combined Operational Plan include:

- Final allocation of funding to complete the CBD Improvements – Stage 2 project
- Drainage works in both Bungendore and Braidwood
- Construction of the Braidwood Waste Transfer Station
- Sealing of the remaining section of Wanna Rd courtesy of \$750,000 in Council funding and a \$2m grant from the NSW Government (\$500,000 of the grant was allocated in 2015-16)
- A significant amount of road maintenance funding across the entire Queanbeyan-Palerang Regional Council area
- Planning for the upgrade of Queanbeyan's Sewage Treatment Plant.
- Construction of the Captains Flat RFS building

The 2016-17 financial year will be an interesting and challenging one for Queanbeyan-Palerang Regional Council, however we will endeavour to keep the community updated throughout the process.



**Administrator
Mr Tim Overall**

Queanbeyan-Palerang Regional Council Operational Plan 2016-17

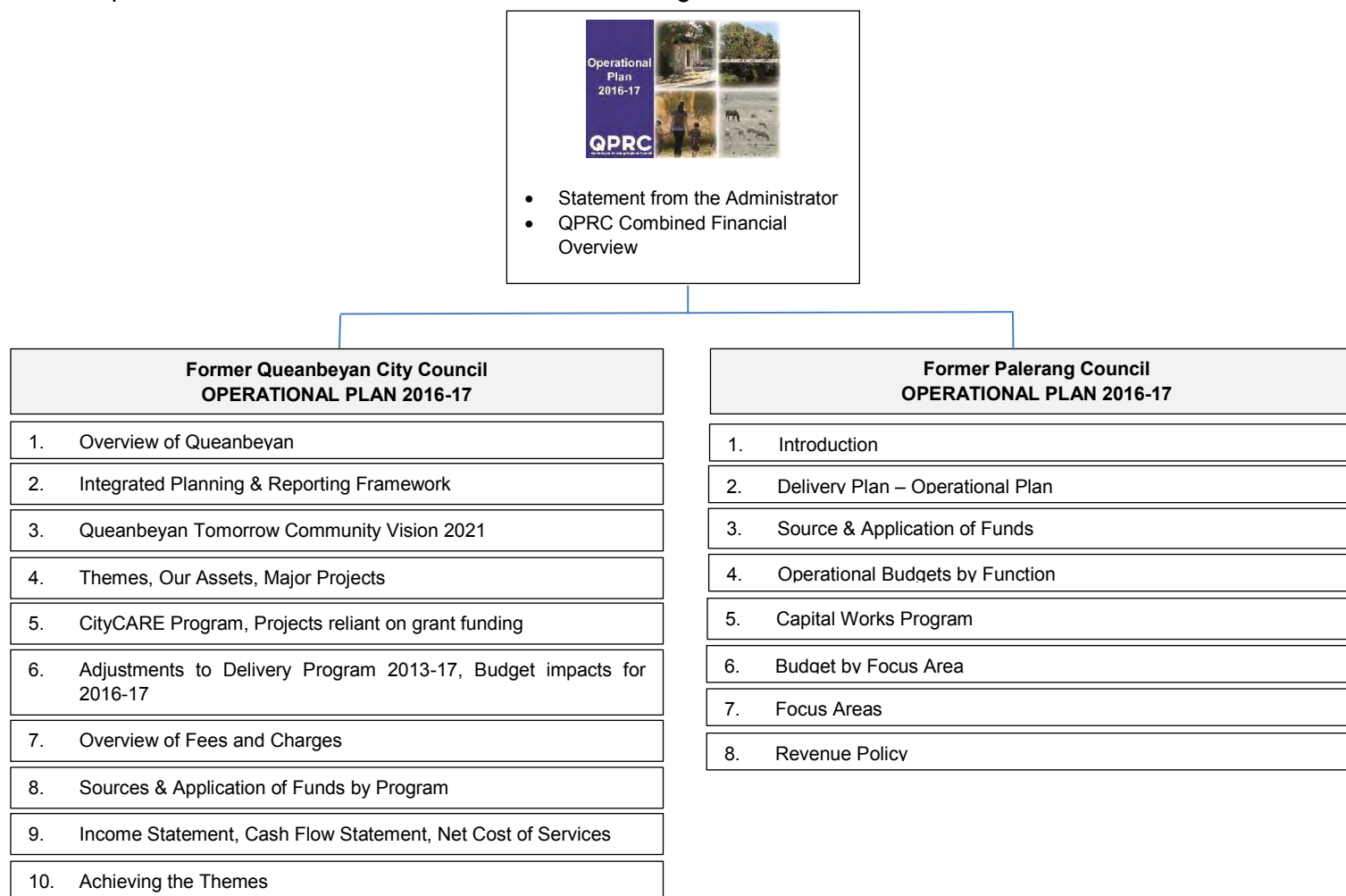
Combined overall Council result

		Annual Budget 2015-16	Annual Budget 2016-17	Var %
Code	Expenses			
110	Employment Costs	38,253,291	40,061,341	5%
12	Financial Costs	2,596,022	2,405,816	-7%
130	Materials and Services	25,670,943	25,563,161	0%
140	Depreciation	22,017,585	20,376,863	-7%
150	Other Expenses	22,989,591	22,719,368	-1%
160	Internal Expenses	14,374,768	13,118,183	-9%
	Total Expenses	125,902,200	124,244,732	-1%
	Income			
180	Rates and Annual Charges	-61,164,778	-63,007,897	3%
190	User Charges and Fees	-26,777,784	-28,474,228	6%
200	Interest	-3,298,601	-3,655,371	11%
210	Grants and Contributions	-13,578,356	-14,613,962	8%
220	Other Operating Revenue	-1,904,827	-2,251,870	18%
230	Internal Income	-13,768,166	-12,486,583	-9%
	Total Income	-120,492,512	-124,489,911	3%
	Capital Expenditure			
250	Asset Acquisition	23,646,164	38,821,799	64%
260	Loan and Lease Repayments	1,448,293	1,476,590	2%
262	Transfers To Reserves	17,977,824	22,256,159	24%
270	Asset Sales	-85,000	164,596	-294%
	Total Capital Expenditure	42,987,281	62,719,144	46%
	Capital Income			
270	Asset Sales	-882,188	-1,529,000	73%
280	Deferred Debtor Repayments	-6,982	-16,000	129%
290	Grants and Contributions - Cap	-7,192,842	-10,293,300	43%
300	Transfers From Reserves	-17,514,432	-26,176,080	49%
310	Loan Funding	-710,000	-3,560,000	401%
	Total Capital Income	-26,306,444	-41,574,380	58%
	Total Income	-146,798,956	-166,064,291	13%
	Total Expenditure	168,889,481	186,963,876	11%
	Budget Result	22,090,525	20,899,585	-5%
	Less Non Cash	-22,071,429	-20,612,590	-7%
	(Surplus)/Deficit	19,096	286,995	

Queanbeyan-Palerang Regional Council Operational Plan 2016-17

How to read this Combined Operational Plan

This Operational Plan has been created by combining the 2016-17 Operational Plans for the former Queanbeyan City and Palerang councils. The NSW Government has required that the newly-merged councils must produce a single Operational Plan for the 2016-17 financial year but that it does not need to be fully integrated. Full integration will be required as of the 2017-18 year. Accordingly, this document is structured around the individual Operational Plans and Schedule of Fees and Charges of the two former councils. The document is structured as follows:



Part one

Operational Plan 2016-17

QPRC
Queanbeyan-Palerang Regional Council



Translation service

The Queanbeyan-Palerang community comprises people from many backgrounds and cultures.

Queanbeyan-Palerang Regional Council can make arrangements to have information contained in this document translated into your language. To arrange for a translation please contact Council on 6285 6000.

CROATIAN/HRVATSKI

Queanbeyan-Palerang Regional Council može organizirati prijevod informacija iz ovoga dokumenta na Vaš jezik. želite organizirati prijevod molimo kontaktirajte ured Council-a na broj 6285 6000.

GREEK/Ελληνικά

Ο Δήμος Queanbeyan-Palerang μπορεί να κανονίσει για να μεταφράσει στην δική σας γλώσσα τις πληροφορίες που περιέχονται σ' αυτό το έγγραφο. Για να ζητήσετε μια μετάφραση παρακαλούμε να επικοινωνήσετε με την Δημαρχία στον αριθμό 6285 6000.

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Il Comune di Queanbeyan-Palerang può organizzare la traduzione nella tua lingua delle informazioni contenute in questo documento. Per organizzare tale traduzione contatta il Comune al numero telefonico 6285 6000.

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How to read this document

The Operational Plan 2016-17 is a key document required under the Integrated Planning and Reporting Framework. The Operational Plan is a sub-plan of the Delivery Program 2013-17, which responds to the strategies included in the Community Strategic Plan and turns them into actions. The Delivery Program is a four-year document which outlines the projects and activities Council will undertake to meet the Community Vision. The Operational Plan is simply a one-year snapshot of the Delivery Program and includes a detailed budget for that specific financial year.

Introduction – Pages 6-15

This section provides an introduction to Council's Operational Plan 2016-17. This section includes a message from the Administrator and an overview of the Integrated Planning Reporting Framework. It also includes information about the Queanbeyan Tomorrow Community Vision 2021, the major informer of Council's Integrated Planning documents. This Vision was originally created in 2006 and reviewed in 2012 through extensive community engagement. Council aims to progress towards the community's vision for Queanbeyan.

Major projects – Pages 16-21

An overview of the significant projects Council plans to undertake in 2016-17. These projects have been identified in the Queanbeyan Community Vision.

Financial overview – Pages 22-41

The Operational Plan includes a detailed budget for the 2016-17 financial year. In this overview you can see what Council's income and expenditure is expected to be and what the budget is for each section of Council.

Our six Themes – Pages 42-98

This section is split into six, focusing on each of our six Themes. For each Theme there is information on:

Working on the system – what we will do to improve our processes

Capital projects – what capital projects Council will undertake in 2016-17

Operational projects – what operational projects Council will undertake in 2016-17

Ongoing programs and services – the current list of programs and services Council provides, including Key Performance Indicators and the budget for the 2016-17 year.

Glossary of terms – Pages 99-102

This section aims to assist you in understanding the components of Integrated Planning.

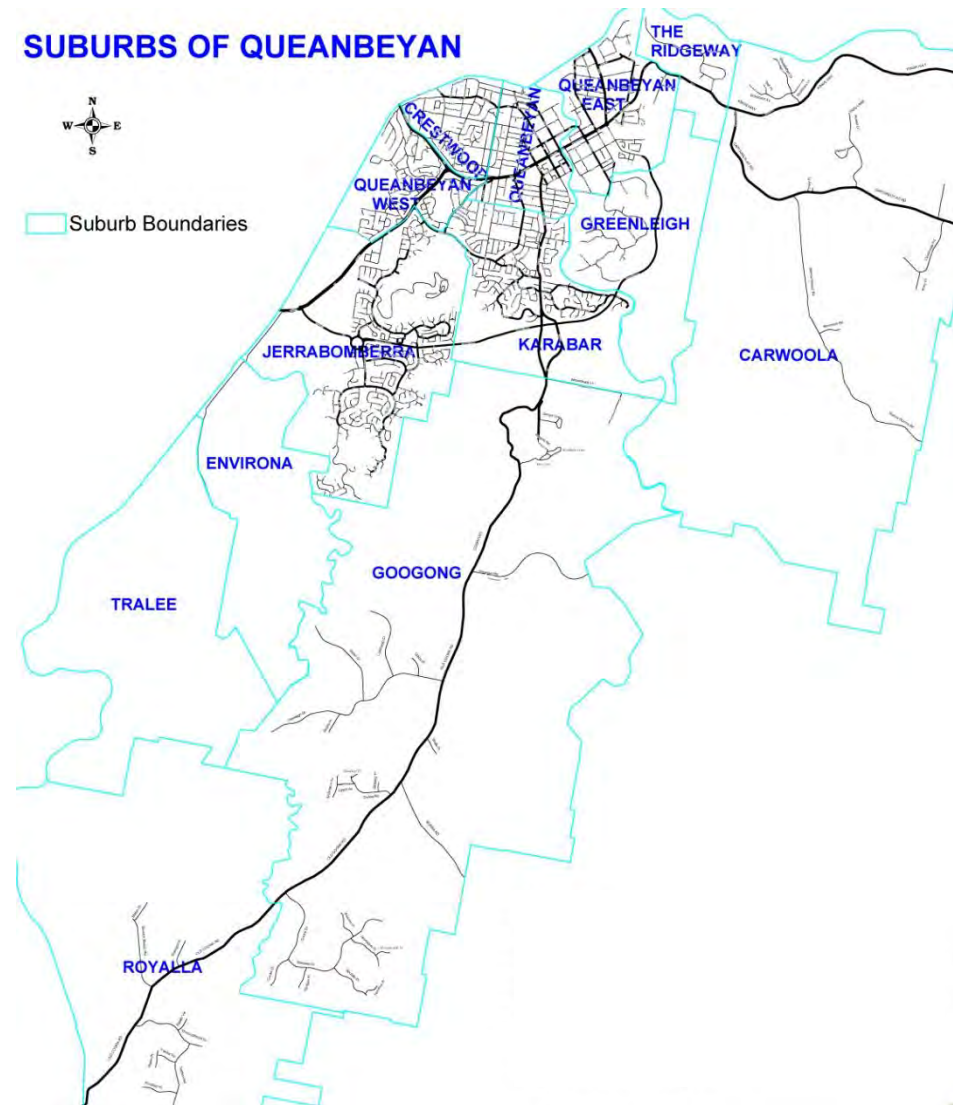
About Queanbeyan

In September 2013 Queanbeyan celebrated its 175th birthday. Queanbeyan came into existence on 28 September 1838 when the Colonial Secretary of NSW, Edward Deas Thomson declared that a site had been fixed upon for the establishment of a village in the County of Murray and that the minimum price would be £2 sterling per acre.

‘Quinbean’ was the original name given to the area of the settlement by Timothy Beard; this name is Aboriginal for ‘clear waters’ or ‘beautiful woman’. Surveyor Robert Dixon changed the town’s name to Queanbeyan in 1834, and in 1838 surveyor James Larmer designed a plan for the new settlement. His plan was based on a square mile of land arranged in a grid pattern with its streets named after local landowners.

Queanbeyan was declared a municipality on 3 February, 1885. By that time the town had grown to cover nine square miles and had 223 rateable properties including three public halls, seven hotels, two banks, two grist mills and 55 shops and factories. By 1891 the population had grown to 1300 with the town providing services to the surrounding farming community.

In the first half of the 20th century Queanbeyan played a critical role in the establishment of Australia’s new capital city, Canberra. Queanbeyan lobbied for the nation’s new capital to be built in this region, and it was many of our residents who helped to build the new city. Queanbeyan’s growth really took off after World War II, and on 5 July 1972 Queanbeyan was declared a city. Since that time growth has steadily continued, with the city being one of the fastest growing regional centres in NSW. In 1991 the population was 26,000 and by 2001 it had grown to 32,000. The 2011 Census indicated that the population had expanded to close to 40,000; this growth is set to continue with the city’s population expected to hit 56,000 by 2031 due to the developments at Googong and Tralee.



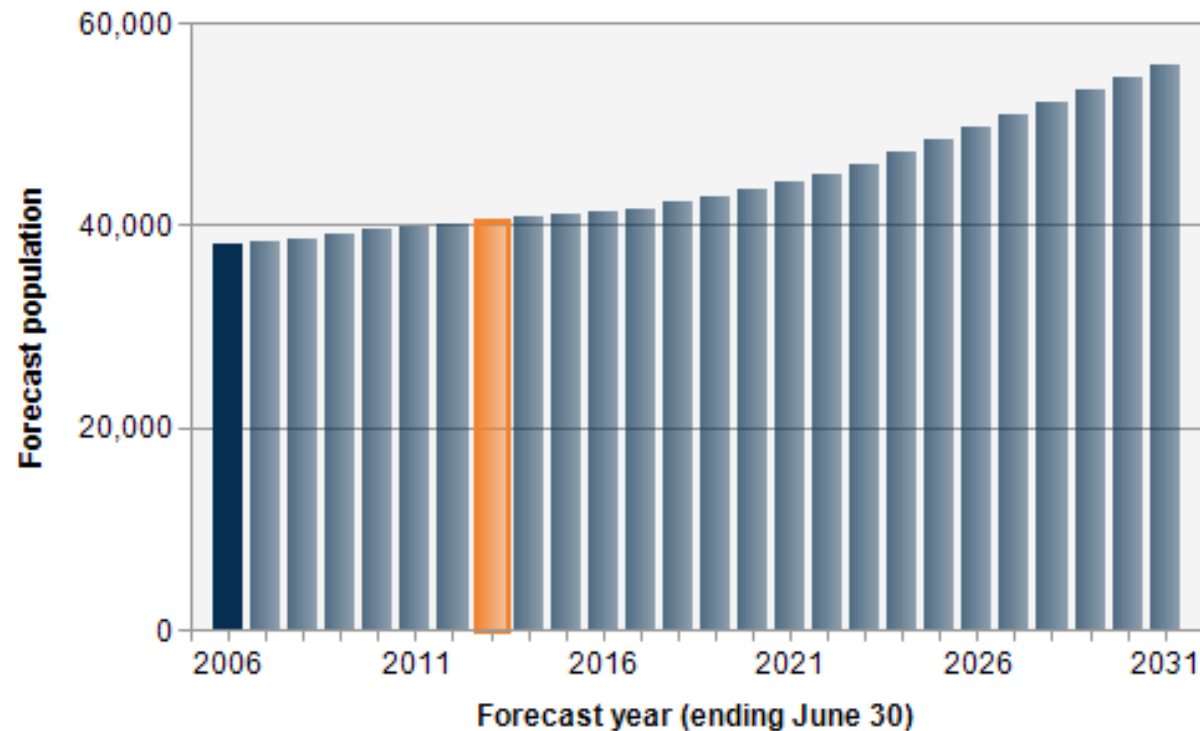
Queanbeyan by the numbers - demographics

The official population of Queanbeyan City is 40,657 and is expected to reach 41,924 by the end of 2016. It is forecast that over the next 20 years there will be a 38 per cent increase in the population of Queanbeyan. This growth will be a result of large residential developments at Googong and Tralee. In contrast to recent decades, areas such as Jerrabomberra and Karabar are likely to have very low levels of residential development due to scarcity of greenfield land.

Queanbeyan's new developments at Googong and Tralee are expected to attract young families, while residents living in the established suburb of Jerrabomberra are expected to age. As can be seen in the graph on the following page, Queanbeyan will experience a sharp increase in residents aged 0-14 and 25-40.

By 2031 the population of Queanbeyan is expected to have reached 56,000 people.

Forecast population, Queanbeyan City



Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Age

Between 2006 and 2011 there was a significant increase in the number of 25 to 29 year olds in Queanbeyan and increases in nearly all age brackets including over 85s. Population declines were experienced in the 5-9, 15-19 and 30-39 age bracket.

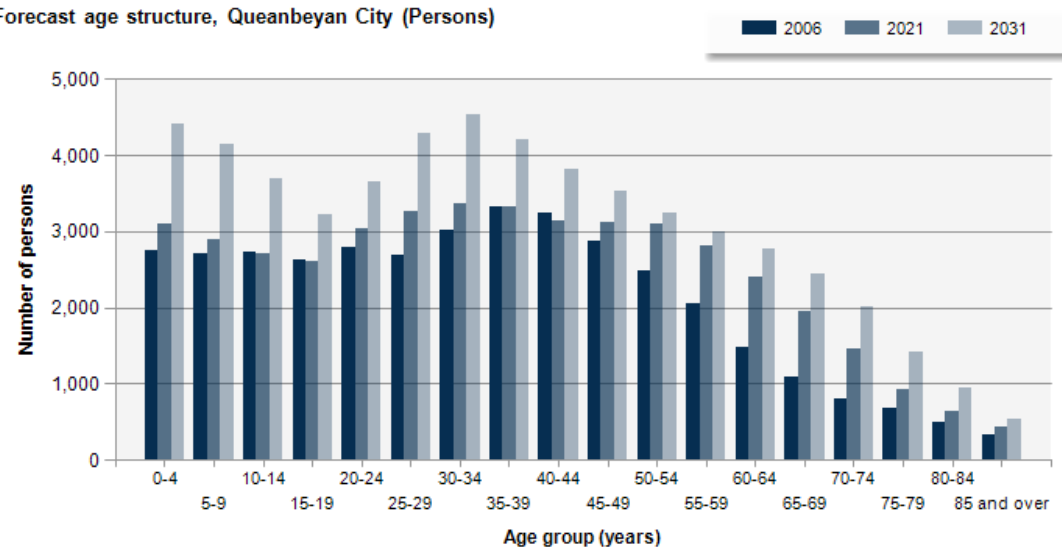
There is expected to be a baby boom over the next 20 years with a significant increase in babies, children and young people. This will reflect the developments at Googong and Tralee. It is predicted the most common age group will be 30-34 years old with also an increase in people over 65 years of age, reflecting the national trend of an ageing population.

Ethnicity

Queanbeyan remains a vibrant multicultural city. Queanbeyan residents indicate ancestry from over 50 different countries. People born overseas continue to increase and form a large part of the population - 13 per cent of residents are from countries where English is not the first language. This compares to an overall regional NSW figure of just over 5 per cent.

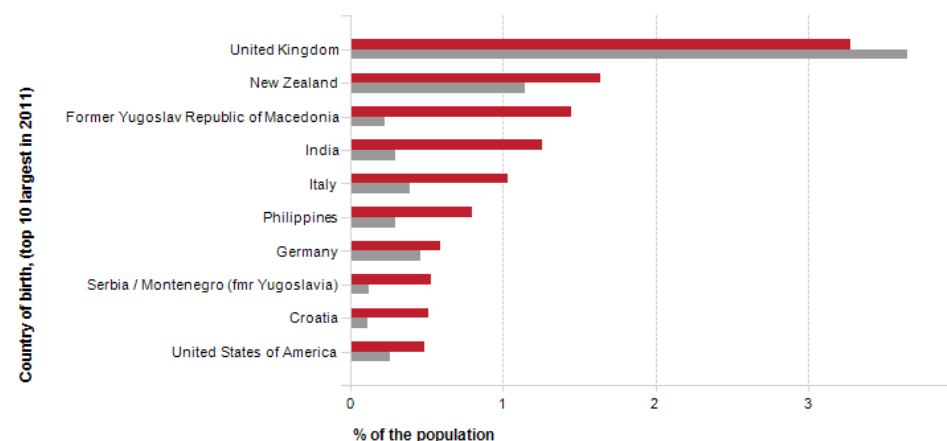
The largest changes in birthplace countries of the population between 2006 and 2011 were for those born in India and the Philippines. The Indian population has increased by over 370 people since the 2006 Census, while there are 100 more people from the Philippines living in Queanbeyan.

Forecast age structure, Queanbeyan City (Persons)



Country of birth, 2011

Queanbeyan City Regional NSW



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)
Compiled and presented in profile.id by .id, the population experts.

.id
the population experts

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Employment

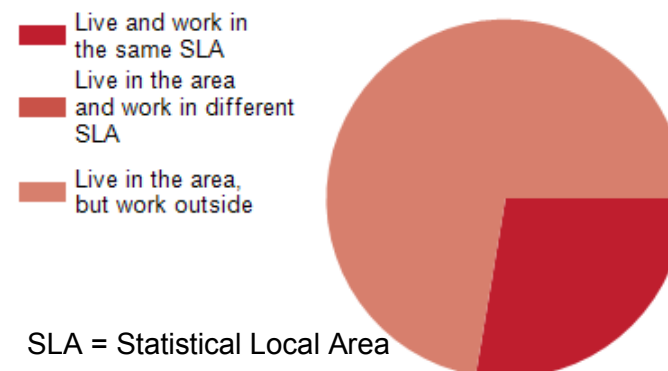
As of the 2011 Census 97.1 per cent of the Queanbeyan labour force was employed. Compared to regional NSW Queanbeyan had a higher proportion of its labour force in employment. Queanbeyan's close proximity to Canberra and the Commonwealth and ACT Public Service continued to be the most outstanding factor for residents' employment opportunities.

Of the 21,087 people living in Queanbeyan who were recorded as employed, (71 per cent full time and 28 per cent part-time) 60 per cent of Queanbeyan workers said they worked across the border in Canberra. In addition to this, of the 9,595 people who work in Queanbeyan, 5,028 or 52.4 per cent live in the area while 6 per cent of employees in Queanbeyan travel from the Palerang Local Government Area.

The Queanbeyan Local Government Area has nearly 14,000 jobs across 2,621 local businesses with construction the largest industry.

The impact of the ACT and Federal Governments has resulted in the Queanbeyan workforce's gross weekly individual income being above the regional NSW figure towards the higher end of the scale. Overall, 19.5% of the workforce earned a high income, and 14.5% earned a low income, compared with 16.2% and 18.9% respectively for Regional NSW.

Employment location of residents 2011
Queanbeyan City



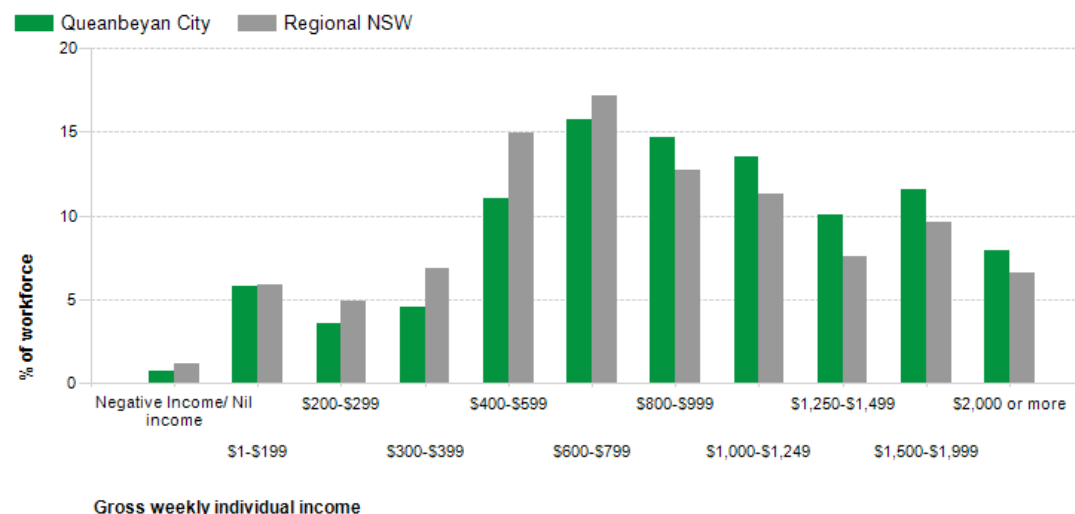
SLA = Statistical Local Area

Source: Australian Bureau of Statistics, Census of Population and Housing, 2011 (Usual residence data)

.id the population experts

Workforce individual income, 2011

Queanbeyan City - All industries



Source: Australian Bureau of Statistics, Census of Population and Housing, 2011
Compiled and presented in economy.id by .id, the population experts.

.id the population experts

Integrated Planning and Reporting Framework

In November 2009 the NSW State Government introduced Integrated Planning and Reporting reforms, a new approach to how councils develop their budgets and corporate plans. This new approach sought to be more strategic, longer-term and better reflect community views about councils' activities.

Queanbeyan City Council was one of the first councils in NSW to embrace the new reporting framework and is considered a Group 1 Council. Council developed its first suite of Integrated Plans in 2009, using information gathered from the development of the Queanbeyan Community Vision in 2006 which outlined the community's aspirations up until 2021.

Extensive community consultation was undertaken by an external consultant to review the Community Vision, which is the major informer of Council's suite of Integrated Planning documents. The Vision is Queanbeyan's highest document and sets out the community's priorities and the strategies Council will consider to meet these goals. A range of other Plans and Strategies, which have been adopted by Council, also provide input into Council's Integrated Plans.

As shown in the diagram, the Framework is comprised of a hierarchy of plans – a Community Strategic Plan, a Delivery Program and an Operational Plan.

The **Community Strategic Plan** is an overview document which has a 10-year horizon and is referred to as the 'community's plan'. It is complemented by a Resourcing Strategy made up of a Long-Term Financial Plan, an Asset Management Plan and a Workforce Management Strategy. It is also informed by relevant State and regional plans and strategies. The Community Strategic Plan identifies the community's key priorities, and outlines strategies of how Council will achieve those priorities. It is reviewed every four years following the local government elections. Council's Community Strategic Plan 2013-23 was adopted in June 2013.

The **Delivery Program** has a horizon of four years and is known as the elected Council's contract with the community. It details activities Council will undertake to achieve the community's priorities set out in the Community Strategic Plan. Like the Community Strategic Plan, it is also reviewed and updated every four years. Council's Delivery Program 2013-17 was adopted in June 2013.



Local Government Planning and Reporting framework

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

The **Operational Plan** is a sub-plan of the Delivery Program. It has a timeframe of one year and identifies specific projects and activities Council will undertake in that specific financial year. It also identifies responsibilities for each action and includes key performance indicators that the actions identified must meet. It is supported by a detailed budget and reviewed and updated each year. The Operational Plan must be adopted by 30 June each year.

Reporting is a major part of the Integrated Planning and Reporting process. The General Manager is required to report to Council at least every six months on the progress of implementing the Delivery Program. Council must produce an Annual Report by 30 November each year for the previous financial year, which also shows how Council is progressing with its Delivery Program. Council is also required to prepare an End of Term Report that outlines how it has implemented the Community Strategic Plan during its term of office. This Report is presented to the last meeting of Council before the local government elections are held.



Queanbeyan Tomorrow Community Vision 2021

In 2006, Queanbeyan City Council widely consulted with the community to develop a Community Vision. This Vision heavily informed the creation of Queanbeyan's first suite of Integrated Planning documents in 2009.

This Vision was reviewed and validated by an external consultant in 2011-12 to assess if the community's priorities for the future had shifted since 2006. A number of community engagement activities were undertaken to measure the effectiveness of the Community Vision with minor changes made. The most noticeable change was the reduction of Community Strategies Priorities (now Themes) from seven to six. The former Community Strategic Priority titled Education and Training has been merged with Theme 1 Image and Influence and Theme 2 Business and Industry.

The reviewed Vision has been a major informer in the development of Council's Integrated Planning documents.

The Queanbeyan Community Vision is:

It is the year 2021

A thriving lively city with a strong community spirit, based on its country values and the warmth and friendliness of its people. The city celebrates its natural setting and its rich heritage, preserved in its built form.

The city, suburbs and surrounding rural and residential areas cater for a multicultural population of 50,000 which enjoys a diverse lifestyle; a growing economy; retail, health, education, recreation and cultural services; continued investment in the city's infrastructure; a sense of safety; and easy access to Canberra, Sydney, the mountains and the coast.

From this Vision, six themes, with key directions were created. Council's activities and projects support these themes and key directions.

Council's mission

Queanbeyan City Council has in place a Mission Statement which sets out what the Council aspires to in assisting the Community to achieve its Vision. Its mission is:

We work together with our community to continually enhance our well governed, safe and healthy city by caring for its assets, fostering a stronger sense of civic pride, and delivering quality services in a financially, socially and environmentally responsible manner to ensure a sustainable future.

Organisational Values

Council's Mission is underpinned by a series of Organisational Values which clearly set out the things we as an organisation 'believe in' and the organisational behaviours we want to promote. These Values are:

Integrity

We will deal with our customers, both external and internal, in an open, honest, and ethical manner to create an environment of mutual respect, trust and professionalism.

Customer Focus

We will engage with our customers in an efficient and effective manner to provide exceptional customer service.

Innovation

We will strive to explore, learn and develop sustainable outcomes through best practice for the benefit of the community.

Partnership

We will cooperate as a team to recognise and respect contributions that achieve common goals.

Professionalism

We will develop, empower, and recognise staff to achieve professional excellence in the delivery of service

Theme 1 - Image and Influence

Building an image for the future

- 1.1 Raise the local profile
- 1.2 Improve and promote Council's image
- 1.3 Promote Queanbeyan as a destination
- 1.4 Enhance the CBD – the civic heart
- 1.5 Encourage community and business leadership
- 1.6 Protect the places that are important to the community
- 1.7 Create a place where people choose to live
- 1.8 Provide strong local democracy and civic governance
- 1.9 Promote and encourage an engaged community

Theme 2 - Business and Industry

An innovative environment

- 2.1 Continued progress towards delivery of local economic development initiatives
- 2.2 Encourage local business and industry leadership
- 2.3 Promote local employment and training opportunities
- 2.4 Revitalisation of the CBD
- 2.5 Support existing businesses
- 2.6 Create opportunities for youth

Theme 3 - Culture and Leisure

Enhancing our lifestyle

- 3.1 Recognise and conserve Queanbeyan's heritage
- 3.2 Create excellence in recreation and lifestyle opportunities
- 3.3 Create a cycleway and pathway network across Queanbeyan
- 3.4 Promote and expand cultural activities within Queanbeyan

Theme 4 - Infrastructure, Access and Transport

Building sustainable foundations

- 4.1 Undertake planning to ensure infrastructure is prepared for future growth
- 4.2 Continue to improve integration of land use and transport
- 4.3 Investigate sustainable transport options
- 4.4 Continue to investigate improvements to local road network

Theme 5 – The Community

Sharing our sense of belonging

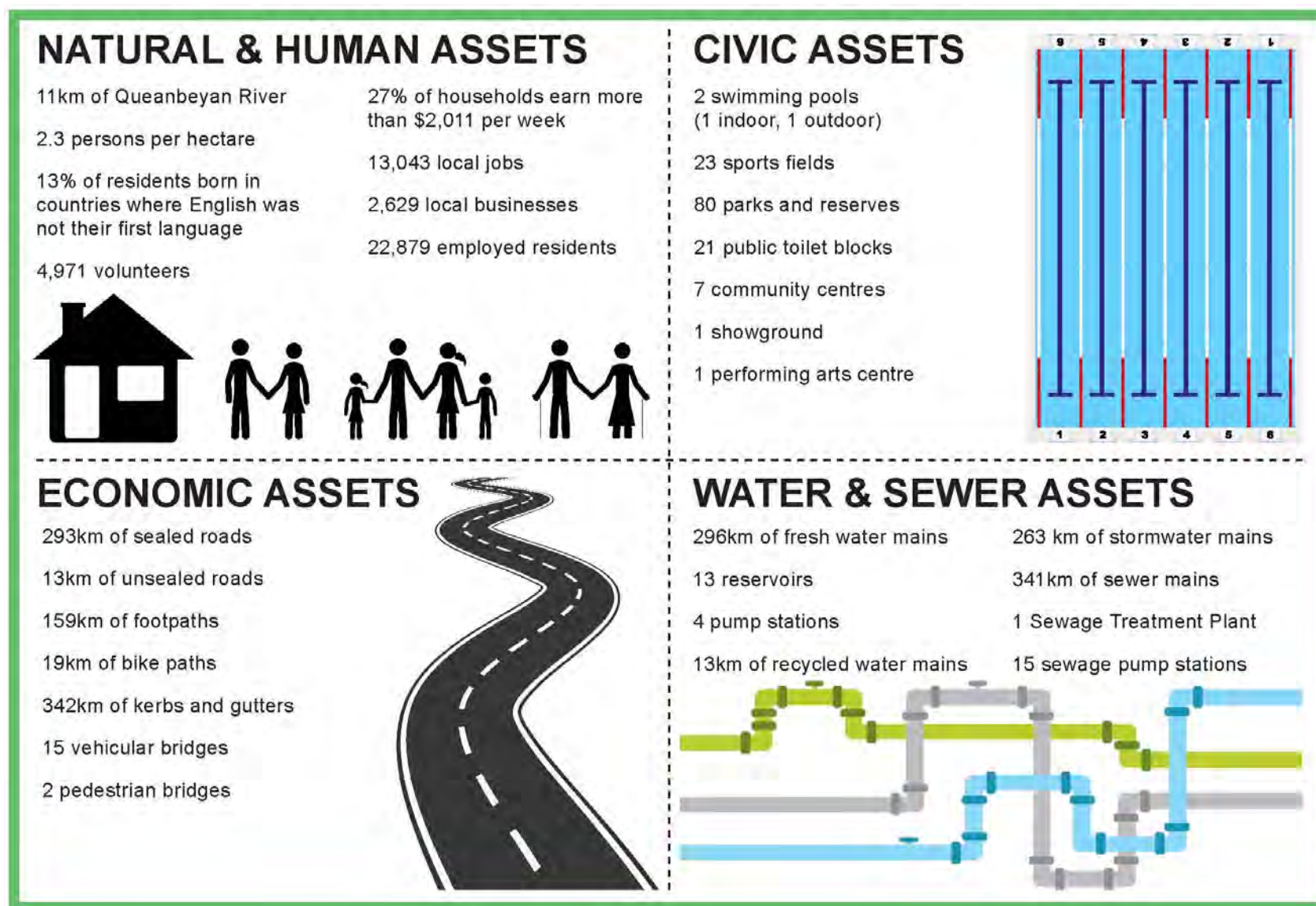
- 5.1 Implementing the plans Queanbeyan already has
- 5.2 Strengthen partnerships between Council, Federal and State agencies and community groups
- 5.3 Provide quality services to the community
- 5.4 Develop programs to target specific groups in the community
- 5.5 Support the creation of education and training opportunities in Queanbeyan

Theme 6 – The Environment

Ensuring a sustainable future

- 6.1 Consider the environmental impacts of future planning
- 6.2 Promote and implement resource conservation and good environmental practice
- 6.3 Provide environmental education for community and staff
- 6.4 Develop sustainable and integrated water management for Queanbeyan
- 6.5 Care for the Queanbeyan River

Our assets



Major Projects



CBD Improvements - Stage 2

Budget: (\$4.8 million over 2013-14 — 2015-16)

Theme: 2 Business and Industry

Key directions: 2.4 Revitalisation of the CBD

The second stage of CBD improvements under the adopted CBD Master Plan are being undertaken in Queen Elizabeth Park and Collett St. The adopted designs include:

- creation of a green space in the Park
- installation of plaza area to cater for markets and other events
- reduction of impeding slope in the Park
- installation of gardens and tree plantings in the Park

- installation of a wet play area and new children's play equipment in the Park
- installation of new BBQs and shelters in the Park
- installation of new seating and rubbish bins in the Park
- improved cycle/walkways around Queen Elizabeth Park along a section of the river bank
- new plantings along Collett St (some existing trees are proposed to be removed and replaced with more appropriate species)
- removal of car parking in Queen Elizabeth Park, carparking to remain along the river side of Collett St
- narrowing of a section of Collett St to improve pedestrian movements
- new car parking on Morisset Street adjacent to Queen Elizabeth Park

Work commenced in January 2016 and is expected to be complete by late 2016.

Economic Development activities

Theme: 2 Business and Industry

Queanbeyan City Council created an economic development unit in March 2015. The unit was created with the goal of driving economic growth in Queanbeyan and boosting the local business community. Since the development of the unit, Council has appointed a Manager Economic Development and Business Liaison who has been developing a Queanbeyan Economic Development Strategy. The strategy will be completed during the 2016-17 financial year and a number of early recommendations have been included in the 2016-17 budget.

Projects that have been included in the 2016-17 budget are:

Qpop and markets – reliant on grant funding being obtained:

Qpop is a program to reinvigorate the vacant retail space in Monaro and Crawford St. It will invite selected artisans and retailers to showcase their product accompanied by entertainment with the purpose to introduce new retail opportunities and create increased shopping and foot traffic. Markets will be held once a month in Crawford/Monaro St and will tail on to the Qpop activity producing retail activity over a number of days.

Retail Growth Strategy - reliant on grant funding being obtained:

The purpose of the Retail Growth Strategy is to provide Council with the analysis and guidance to support the growth and identify strategies to fortify the retail sector in Queanbeyan and reduce retail leakage. The Retail Growth Strategy will provide a health check of the retail sector and focus on strategies to build retail differentiation in collaboration with place making in the CBD. The Retail Growth Strategy will also examine the current retail hierarchy and mix in Queanbeyan.

Innovation hub - reliant on grant funding being obtained:

Council will scan opportunities to develop activities that facilitate innovation programs that may create opportunities for start-up ventures, entrepreneurial activity, co-working space and smart work hub provision.

CBD Master Plan Review:

The CBD Master Plan Review will appraise the CBD Master Plan completed in 2009 to recommend renewed strategies to guide Queanbeyan's future development in the CBD

Queanbeyan Economic Strategy Group:

The role of group is to act as an important and independent community forum for assisting with the development and implementation of Queanbeyan's Economic Development Strategy.

Wanna Wanna Rd sealing

Budget: \$2.25 million

Theme: 4 Infrastructure, Access and Transport

Key directions: 4.1 Undertake planning to ensure infrastructure is prepared for future growth

Queanbeyan City Council has been working with local residents and the NSW Government for a number of years to obtain funding to seal the remaining 3km section of Wanna Wanna Rd.

Council had allocated \$300,000 in its Delivery Program 2013-17, however that funding was not sufficient to seal the remainder of the road.

Council and residents lobbied the NSW Government for funding assistance and this was provided in the form of a \$2m grant in early 2016. The \$2m grant will be supplemented by the original commitment of \$300,000 from Queanbeyan City Council and a further \$600,000 that was allocated for future years.

Council is working on finalising the plans and expects to commence construction around the middle of 2016.



Lake Jerrabomberra clean up

Budget: \$113,000

Theme: 6 The Environment

Key directions: 6.2 Promote and implement resource conservation and good environmental practice

In response to community concern and the health of Lake Jerrabomberra, Council will be implementing a range of short and long term measures to improve the health of the lake and nearby ponds.

The health of the Lake has been of concern to Council and residents for some time and earlier this year the Lake was closed due to a blue green algae outbreak.

Council agreed in March 2016 to a range of actions to help bring the Lake and nearby ponds back to a healthy state. Staff used existing funding in the 2015-16 financial year to undertake a general clean up of floating litter in the Lake and remove sediment from Banyalla Dam, Rosewood Pond and Lake Jerrabomberra.

Council included \$113,000 in the 2016-17 budget for the continuation of the clean up and desilting works and will apply for NSW Government funding for engineered gross pollution traps for Lake Jerrabomberra and nearby ponds.



CityCARE Program

Budget: \$1,355,402

Themes: 3 Culture and Leisure and 4 Infrastructure, Transport and Access

Key directions: 3.2 Create excellence in recreation and lifestyle opportunities and 4.1 Undertake planning to ensure infrastructure is prepared for future growth

Until the introduction of the Integrated Planning and Reporting Framework, Queanbeyan City Council, like most other councils across NSW, had not adequately funded asset maintenance. Through the development of Council's Long-Term Financial Plan in 2009, the full extent of the infrastructure maintenance backlog became evident to Council.

Due to the restrictions of rate pegging Council did not have the funds to adequately fund a significant asset maintenance program. To address this issue, Council agreed to approach the community and seek its support to apply for a Special Rate Variation of 5.8%. To proceed with the application Council required majority community support, something which was obtained through an extensive community engagement exercise.

Council proceeded with its application to the Minister of Local Government. It was approved for an initial period of three years, however Council request the Independent Pricing and Regulatory Tribunal (IPART) review the application to extend it permanently. This review was successful, ensuring that Council could continue to dedicate funds to asset maintenance and renewal.

The 5.8% Special Rate Variation was a one-off increase to Queanbeyan's rating base and would raise around \$1 million per year to be spent on the maintenance and renewal of the city's roads, footpaths, parks and sportsfields. The average increase per residential property was about \$52 a year, or \$1 a week.

Council acknowledged that the increase would have an impact on the more vulnerable in the community and agreed to provide an extra \$40 rebate for pensioners. This equates to a rebate of \$65,389 per year.

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Key direction	Project	2016-17 Budget \$
Local roads		
4.1	Bitumen resealing	445,686
4.1	Pavement rehabilitation	242,506
	Total Program	688,192
Other infrastructure		
4.1	Footpath repairs	222,520
	Total Program	222,520
Parks, Gardens and Sportsfields		
3.2	Wright Park lower carpark reconstruction	90,000
3.2	Wright Park- upgrade upper amenities	120,000
3.2	Improve drainage David Madew Playing Fields	39,845
	Total Program	249,845
Reserves, Showgrounds, Playgrounds and Trees		
3.2	Glebe Park- shelters, landscaping furniture	55,000
3.2	Coolebah Park- upgrade equipment and soft fall	40,000
3.2	Dane Park- replace equipment and soft fall	40,000
3.2	Parks ongoing asset renewal program	39,845
	Total Program	174,845
	Total SRV program of works	\$1,335,402



Queanbeyan's Wright Park will receive \$210,000 worth of upgrades in 2016-17

Projects reliant on grant funding

Queanbeyan City Council has included a number of projects in its Operational Plan 2016-17 that will only progress should grant funding be obtained. As shown below, two of these projects have revenue funding attached to them. Should grant funding not be obtained, the revenue funding will not be spent.

Project	Project budget	Revenue funding allocation	Grant funding required
Qpop and markets	\$140,000	\$70,000	\$70,000
Buy local Xmas Promotion	\$28,000	\$0	\$28,000
Retail Strategy	\$40,000	\$0	\$40,000
Innovation Hub	\$15,000	\$0	\$15,000
Showground Pavilion	\$250,000	\$0	\$125,000
Platypus Viewing Deck	\$220,000	\$50,000 \$56,301 (reserve funding)	\$113,699

Adjustments to the Delivery Program 2013-17

In developing the Operational Plan 2016-17, Council reviewed its Delivery Program 2013-17. The review of the Delivery Program is in line with the Office of Local Government's Integrated Planning and Reporting Guidelines, namely:

Essential element 3.9

The council must review its Delivery Program each year when preparing the Operational Plan.

Some minor changes have been made to the adopted Delivery Program 2013-17. The changes are shown in the table below:

Project	Change	Funding source	Comment
Beautification of Karabar Shopping/Commercial Precinct	Originally \$50,000 in 2015-16 and \$50,000 in 2017-18	Reserves and revenue funding	The project was put on hold in 2015-16 and the funds stored in reserve for utilisation in 2016-17.
Wanna Wanna Rd – seal remaining section	\$750,000 brought forward from reserves	Grants and reserves	Council allocated \$300,000 over 2014-15 and 2015-16 towards planning for project. NSW Government provided \$2m grant and Council has agreed to bring forward \$750,000 funding from reserves to complete the project
Lanyon-Tomsitt intersection upgrade	Removed	Grants and contributions	NSW Government provided a grant for the works and will also undertake construction
Monaro St/Atkinson St intersection upgrade	Removed	Grants and contribution	Traffic model shows work is not required within modelling timeframe
Improvement Plan Aquatic Centre	\$440,000 originally budgeted, now \$50,000 (see comments)	Revenue	In accepting the tender for the CBD Improvements – Stage 2 project, Council resolved to supplement the budget with funding from this project. In total \$290,000 was provided to the project. The remaining \$150,000 would not be sufficient to undertake the required upgrades. \$50,000 has been left in the 2016-17 budget for planning and the works will be considered for the next Delivery Program.
Storage Facilities at the Showground	Removed (\$40,000)	Revenue	Project removed due to budget restrictions.
High St dog park	Removed (\$25,000)	Revenue	Project removed due to budget restrictions.

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Project	Change	Funding source	Comment
Alternate energy generational	Removed (\$75,000)	Revenue	Project removed due to budget restrictions and due to extensive work undertaken in the 2015-16 on Council-owned buildings.
Queen Elizabeth Park toilet refurbishment	Added to Delivery Program (\$50,000)	Reserves	Project added to be undertaken during CBD Improvements – Stage 2 project
Upgrade toilet in Queanbeyan Park playground	Added to Delivery Program (\$150,000)	Reserves	Added due to need to upgrade and community requests
New cricket pitch – Rockley Oval	Added to Delivery Program (\$35,000)	Reserves	Installation of turf pitch at Rockley Oval following Council resolution
Goal post renewal program	Added to Delivery Program (\$20,000)	Reserves	Operational requirement
Historic Display Boards	Added to Delivery Program (\$20,000)	Reserves	From Council resolution
Installation of bus stop program	Added to Delivery Program (\$60,000)	Revenue and grants and contributions	From Council resolution
Cycle Strategy/PAMPS review	Added to Delivery Program	Revenue, grants and contributions and reserves	Operational requirement
Review CBD Traffic Model	Added to Delivery Program	Revenue	From Council resolution
Transport Strategy	Added to Delivery Program (\$100,000)	Revenue	From Council resolution
Continuation of desilting and clean up at Lake Jerrabomberra	Added to Delivery Program (\$113,000)	Revenue	From Council resolution
Flood Plan Management	Added to Delivery Program	Revenue, grants and contributions and reserves	Grant funding available to progress project

Financial Overview

	Orig Budget 2015-16	Orig Budget 2016-17	Var %
Expenses			
Employment Costs	27,506,139	28,634,612	4%
Financial Costs	933,129	947,156	2%
Materials & Services	15,755,873	16,506,983	5%
Depreciation	13,068,230	13,335,851	2%
Other Expenses	20,018,070	19,406,542	-3%
Internal Expenses	14,374,768	13,118,183	-9%
Total Expenses	91,656,209	91,949,328	0%
Income			
Rates & Annual Charges	(45,852,181)	(47,007,755)	3%
User Charges & Fees	(18,492,130)	(20,863,143)	13%
Interest	(2,295,626)	(2,520,202)	10%
Grants & Contributions	(6,939,052)	(6,910,892)	0%
Other Operating Revenue	(1,464,089)	(1,795,525)	23%
Internal Income	(13,768,166)	(12,486,583)	-9%
Total Income	(88,811,245)	(91,584,101)	3%
Capital Expenditure			
Asset Acquisition	10,421,028	23,705,613	127%
Loan & Lease Repayments	495,652	504,537	2%
Transfers To Reserves	10,200,470	13,225,701	30%
Total Capital Expenditure	21,117,149	37,435,851	77%
Capital Income			
Asset Sales	(382,188)	(533,000)	39%
Deferred Debtor Repayments	(6,982)	(16,000)	129%
Grants & Contributions - Cap	(1,374,152)	(4,346,039)	216%
Transfers From Reserves	(9,111,466)	(19,283,193)	112%
Total Capital Income	(10,874,788)	(24,178,232)	122%
Total Income	(99,686,033)	(115,762,333)	16%
Total Expenditure	112,773,358	129,385,178	15%
Budget Result	13,087,325	13,622,846	4%
Less: Depreciation	13,068,230	13,335,851	
(Surplus)/Deficit	19,095	286,995	

Budget impacts for 2016-17

The following factors impacted on the development of the budget for 2016-17.

Rate peg: The Independent Pricing and Regulatory Tribunal set the rate peg for NSW councils at 1.8% for the 2016-17. This means that councils that adopt the full rate peg can increase their overall rate base by 1.8%. Queanbeyan City Council will be applying the full increase, which is estimated to deliver additional income of \$428,000

Additional properties: The progression of development at Googong and infill development is expected to result in additional properties providing an increase in rateable income of \$95,000.

Investment income: Council has budgeted for an additional \$171,000 in income from its investments. Council's investment portfolio is worth \$94m (March 2016) with the majority of that held in restricted reserves.

Local Government Award increase: Apart from five senior staff members, all Queanbeyan City Council employees are employed under the Local Government State Award 2014. The Award includes a 2.8% pay increase for all award staff for 2016-17. This will result in an additional \$628,000 in employment expenses.

Workers Compensation increase: Council's Workers Compensation premium is set to increase by \$237,000

Subsidisation of Family Day Care: In 2015, the Commonwealth Government changed the criteria for operational subsidy grants to Family Day Care services in Australia under the Community Support Program. This change resulted in the loss of \$163,596 in income to the Queanbeyan Family Day Care Scheme. In early 2015, extensive consultation was held with educators and families about potential operational savings. These consultations identified a number of cost saving actions which have been implemented, resulting in an operational saving in 2015-16 of around \$29,000. Additional cost savings of \$35,000 have been identified and implemented by staff.

The savings already implemented represent changes that can readily be absorbed by the scheme through operational efficiencies and reductions in service levels identified by the users. No further cost savings can be obtained without more significant impacts on service levels.

Further consultation with educators and families was held in November 2015 in the form of a Service Expectation Survey. The aim of this survey was to identify areas where existing services could be reduced in order to achieve further savings in operational costs. The results of the Service Expectation Survey clearly indicated that there was no appetite for reduced service levels amongst educators.

At its Extraordinary Meeting on 6 May 2015, Council resolved to phase the fee increases necessary to offset the loss of the CSP grant over four years. The resultant budget deficits were to be offset by funds held in reserves and by general Council revenue.

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The amount held in reserve at the beginning of the 2015-16 financial year was \$168,700. Based on expected actual expenditure, the bulk of these funds will be expended in 2015-16. It is expected that there will be an amount of approximately \$34,300 remaining in reserves to cover the deficit in 2016-17. The actual balance remaining in reserves will be clearer towards the end of the 2015-16 financial year. Currently the expected deficit in 2016-17 is \$72,566. This means a residual deficit of approximately \$38,266 will need to be borne by Council and covered by ratepayer funds.

Overview of Fees and Charges for 2016-17

This year a number of factors have impacted on the development of the Operational Plan; these consist of:

Rate Pegging

Each year the Independent Pricing and Regulatory Tribunal (IPART) sets a maximum level that councils can increase their rates by. On 4 December 2015, IPART announced that the percentage increase to apply in the 2016-17 financial year would be 1.8%. The rate peg was determined by IPART using a local government cost index and a productivity factor. The Local Government Cost Index increased by 1.78% in the year to September 2015.

Base Charge System

Council uses the base charge rating system when developing its rating structure. When using base rating, Council determines a percentage of its rating yield that will be subject to the base rate. The percentage can be up to a maximum of 50%. This amount of the yield is then divided by the number of assessments to determine the base rate. The remainder of the yield is divided by the total land value to determine the ad valorem rate. Therefore base rating has two parts:

- a set rate (base rate) and
- a variable rate (ad valorem) multiplied by the land value (cents in the dollar land valuation).

In 2016-17 these rates will be

Rating Sub-Category	Ad Valorem Rate	Base Amount
Residential – Ordinary	0.14203	\$468.70
Residential – Urban	0.3748	\$306.10
Residential – Googong	0.4723	\$377.50
Residential – Tralee	0.4723	\$377.50
Rural Residential	0.14203	\$468.70
Farmland	0.08705	\$815.90
Business - General	1.3147	\$414.80
Business - CBD	1.7542	\$615.70
Business - Industrial	0.7536	\$415.90
Business - Regional	2.1228	\$501.20
Business – Karabar	2.1228	\$501.20
Business - Jerrabomberra	2.1228	\$501.20
Business - Googong	2.1228	\$501.20

Example

If you own a residential (urban) property in Queanbeyan with its land valued at \$200,000 your rates would be:

Base rate: \$306.10

Ad Valorem: \$734.25 (200,000 x 0.3748/100) = \$749.60

Total: \$1,055.70

Please note: water and sewer fees are charged separately depending on the size of your water meter and consumption levels.

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Review of water, sewerage access and usage charges

Water and sewer access and usage charges were independently reviewed by Aither in 2016 to:

- assess compliance with NSW Office of Water's Best Practice Management of Water Supply and Sewerage Guidelines
- set a pricing path that would recover the revenues required to operate, maintain and renew infrastructure over a longer term planning cycle
- identify suitable pricing signals to influence consumption behaviours
- to be affordable, including in line with industry benchmarks.

Water charges

Council's water pricing structure for 2016-17 will be the combination of an annual access charge, and a usage charge based on per kilolitre consumption in accordance with the [Best Practice Management of Water Supply and Sewerage Guidelines](#). The water usage charges are based on a single variable charge of \$3.72 per kilolitre.

Annual fixed charges for residential and non-residential properties are charged depending on the size of the water meter connection to the property and the number of water services available to the property.

To properly reflect the load a water meter connection places on the system, fixed annual charges are proportional to the size of the customer's water supply service. This is in accordance with the NSW Office of Water's "Best Practice Management of Water Supply and Sewerage Service Guidelines"

As at 1 July 2016, Council will be implementing the water access charges in accordance with the [Best Practice Management of Water Supply and Sewerage Guidelines](#). Whilst there is no increase for residential access charges, other non-residential access charges may fluctuate as a result of compliance to the Guidelines.

Access charges are levied for each water supply system available to a property. For instance, Googong residents are levied an access charge for the potable and an additional access charge for the recycled water supply systems separately, as both systems require maintenance and are subject to different operational costs.

Recycled water charges

To promote water conservation, the pricing of recycled water has been calculated at the rate of 5% less than the potable water price. A charge will be raised for the use of the recycled water supply service on a quarterly basis based on the usage recorded through the water meter or meters servicing each property.

Sewerage charges

In accordance with NSW Office of Water's [Best-Practice Management of Water Supply and Sewerage Guidelines](#), Council's sewerage pricing structure consists of a uniform annual sewerage fixed charge for residential properties and a two-component pricing structure for non-

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residential properties comprising of a fixed annual charge proportional to the size of the water supply service connected to the property and a usage charge multiplied by a Sewer Discharge Factor (SDF) based on the type of business activity undertaken on the property.

Garbage charges

Garbage charges will increase by 2% in 2016-17. The average residential tipping cost for the typical 140 litre bin service will be \$300, a \$5 increase from 2015-16.

Fees and charges

Most of Council's fees and charges will increase by 1.7%, due to ongoing increases in labour costs associated with the services offered.

Borrowing

Council is not undertaking any new borrowings in 2016-17.

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Source and Application of Funds by Program

Program	Total Income	Total Expenditure	Budget Result (Net Program Cost)	Rates Funding Required	SOURCE OF FUNDS									
					Rates Revenue	Annual Charges	User Charges and Fees	Grants and Contrib.	Interest	Other Revenue	Asset Sales	Loans and Deferred Debtors	Reserve Funded	Depn
100 - Civic Affairs	(76,057)	720,202	644,145	643,341	0	0	76,057	0	0	0	0	0	0	804
105 - Office of the General Manager	(40,000)	864,185	824,185	824,185	0	0	0	0	0	0	0	0	40,000	0
110 - Group Manager Business Improvement	(1,629,246)	861,232	(768,014)	(769,917)	0	0	1,629,246	0	0	0	0	0	0	1,903
115 - Internal Services	(153,381)	1,230,964	1,077,583	1,077,008	0	0	63,381	0	0	90,000	0	0	0	575
117 - Corporate Strategy and Finance	(5,819)	938,462	932,643	932,643	0	0	5,819	0	0	0	0	0	0	0
120 - Economic Development	(303,350)	1,063,894	760,544	759,627	0	0	350	223,000	0	60,000	0	0	20,000	917
200 - Engineering Management	(2,005,067)	2,648,289	643,222	642,340	0	0	1,900,246	60,000	0	39,821	0	0	5,000	882
202 - Group Manager Infrastructure	(6,370)	267,136	260,766	260,766	0	0	6,370	0	0	0	0	0	0	0
205 - City Services Centre	(646,996)	575,576	(71,420)	(71,788)	0	0	645,460	0	0	1,536	0	0	0	368
210 - Local Roads	(7,429,600)	11,398,983	3,969,383	2,548,300	0	0	146,693	3,846,996	0	5,000	0	0	3,430,911	1,421,083
212 - Regional Roads	(455,000)	466,152	11,152	0	0	0	0	455,000	0	0	0	0	0	11,152
214 - State Roads	(105,000)	105,000	0	0	0	0	105,000	0	0	0	0	0	0	0
215 - Other Infrastructure	(611,420)	3,067,816	2,456,396	1,653,287	0	0	10,000	271,800	0	0	0	0	329,620	803,109
220 - Stormwater Drainage	(587,943)	2,319,214	1,731,271	218,114	0	342,732	0	0	24,648	0	0	0	220,563	1,513,157
225 - Car Parks	0	129,802	129,802	53,174	0	0	0	0	0	0	0	0	0	76,628
230 - Property Management	(9,316,666)	10,152,363	835,697	(703,368)	0	0	3,373,878	0	0	138,873	0	0	5,803,915	1,539,065
235 - Plant and Motor Vehicles	(2,749,728)	3,416,723	666,995	(6)	0	0	1,781,964	0	0	7,000	330,000	0	630,764	667,001
240 - Road Safety	(48,228)	96,698	48,470	47,017	0	0	0	48,228	0	0	0	0	0	1,453
245 - South East Weight of Loads	(485,963)	504,438	18,475	0	0	0	0	367,045	20,540	50,125	0	0	48,253	18,475
250 - Water Supply	(22,790,992)	25,122,842	2,331,850	0	0	4,965,144	14,740,973	417,525	232,663	298,203	0	0	2,136,484	2,331,850
255 - Sewerage Services	(19,354,168)	22,802,633	3,448,465	(0)	0	12,293,015	734,819	265,109	1,134,497	246,728	0	0	4,680,000	3,448,465

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Program	Total Income	Total Expenditure	Budget Result (Net Program Cost)	Rates Funding Required	SOURCE OF FUNDS									
					Rates Revenue	Annual Charges	User Charges and Fees	Grants and Contrib.	Interest	Other Revenue	Asset Sales	Loans and Deferred Debtors	Reserve Funded	Depn
300 - Environmental Health	(188,520)	827,186	638,665	636,289	0	0	61,520	0	0	17,000	0	0	110,000	2,377
302 - GM Sustainability & Better Living	(31,816)	262,844	231,028	231,028	0	0	31,816	0	0	0	0	0	0	0
305 - Environmental Improvement Program	(197,108)	480,973	283,866	278,738	0	0	0	113,699	0	0	0	0	83,409	5,127
310 - Domestic Waste Management	(6,080,253)	6,215,656	135,403	(0)	0	5,047,863	117,295	55,923	109,172	0	0	0	750,000	135,403
315 - Business Waste Management	(429,380)	429,380	0	0	0	413,688	0	0	15,692	0	0	0	0	0
325 - Land Use Regulation	(1,631,592)	2,132,060	500,468	500,468	0	0	1,601,592	0	0	30,000	0	0	0	0
330 - Contestable Services	(463,000)	198,000	(265,000)	(265,000)	0	0	463,000	0	0	0	0	0	0	0
400 - Conservation	(16,500)	61,300	44,800	44,800	0	0	0	16,500	0	0	0	0	0	0
410 - Land Use Planning	(952,821)	1,795,366	842,545	842,545	0	0	27,528	925,293	0	0	0	0	0	0
500 - Parks Gardens and Sportsgrounds	(909,782)	5,597,306	4,687,524	3,967,701	0	0	495,704	0	5,132	82,736	0	0	326,210	719,823
505 - Reserves Showgrnds Playgrnds and Trees	(291,901)	1,147,501	855,600	774,881	0	0	20,000	125,000	0	21,901	0	0	125,000	80,719
510 - Pest and Weed Control	(22,104)	447,862	425,758	425,758	0	0	528	21,048	0	528	0	0	0	0
525 - Emergency Management	(277,211)	1,101,007	823,796	822,111	0	0	0	277,211	0	0	0	0	0	1,685
530 - Animal Pound	(164,383)	404,933	240,550	240,550	0	0	98,642	27,241	0	38,500	0	0	0	0
535 - Community Regulation	(398,275)	389,651	(8,624)	(8,624)	0	0	10,000	0	0	388,275	0	0	0	0
540 - Public Conveniences	0	409,954	409,954	409,954	0	0	0	0	0	0	0	0	0	0
545 - Cemeteries	(637,750)	554,678	(83,072)	(95,876)	0	0	587,750	0	0	0	0	0	50,000	12,804
550 - Sport and Recreation	(55,000)	323,145	268,145	268,145	0	0	0	20,000	0	0	0	0	35,000	0
555 - Aquatic Centre	(1,256,941)	1,406,960	150,019	142,952	0	0	1,206,941	0	0	0	0	0	50,000	7,067
560 - Caravan Park	(32,125)	39,473	7,348	0	0	0	0	0	0	32,125	0	0	0	7,348
598 - Director - Economic & Community Development	0	318,987	318,987	318,987	0	0	0	0	0	0	0	0	0	0

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Program	Total Income	Total Expenditure	Budget Result (Net Program Cost)	Rates Funding Required	SOURCE OF FUNDS									
					Rates Revenue	Annual Charges	User Charges and Fees	Grants and Contrib.	Interest	Other Revenue	Asset Sales	Loans and Deferred Debtors	Reserve Funded	Depn
605 - Aged & Disability Service programs	0	16,702	16,702	16,702	0	0	0	0	0	0	0	0	0	0
625 - Community Development	(61,760)	544,846	483,086	481,500	0	0	0	61,199	0	561	0	0	0	1,586
630 - Community Centres	(82,000)	289,508	207,508	204,292	0	0	82,000	0	0	0	0	0	0	3,216
635 - Children's Services	(1,340,668)	1,636,958	296,290	296,290	0	0	85,696	1,250,467	0	0	0	0	4,504	0
650 - Social Community Planning & Comm Safety	(36,381)	266,535	230,153	230,154	0	0	4,881	0	0	0	0	0	31,500	0
700 - Library	(303,794)	1,817,956	1,514,161	1,391,211	0	0	18,068	277,426	0	5,300	3,000	0	0	122,951
705 - Culture and The Arts	(3,800)	255,289	251,489	248,308	0	0	3,500	0	0	300	0	0	0	3,181
707 - Conference Centre	(192,857)	1,030,059	837,202	827,838	0	0	147,041	816	0	45,000	0	0	0	9,364
710 - Queanbeyan Performing Arts Centre	(798,685)	1,575,435	776,750	776,750	0	0	788,270	0	0	10,415	0	0	0	0
800 - Expenditure Accounting	(475,391)	1,431,953	956,562	955,131	0	0	191,782	0	100	67,509	200,000	16,000	0	1,431
805 - Revenue Accounting	(27,681,598)	973,712	(26,707,885)	(26,707,886)	23,945,313	0	510,033	2,130,405	977,758	118,089	0	0	0	0
810 - Business Analyst Unit	(202,474)	839,176	636,703	635,095	0	0	102,474	0	0	0	0	0	100,000	1,607
815 - Information Technology Services	(1,392,814)	2,674,202	1,281,388	905,138	0	0	1,392,814	0	0	0	0	0	0	376,250
820 - People & Organisational Efficiency	(347,586)	1,698,825	1,351,239	1,350,204	0	0	75,526	0	0	0	0	0	272,060	1,035
825 - Customer Service & Communications	(5,070)	1,037,197	1,032,127	1,026,137	0	0	5,070	0	0	0	0	0	0	5,990
Total	(115,762,333)	129,385,179	13,622,846	286,995	23,945,313	23,062,442	33,349,727	11,256,931	2,520,202	1,795,525	533,000	16,000	19,283,193	13,335,851

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

2016-17 Capital Works Program

		SOURCE OF FUNDS						
Program/Project	Budget 2016-17	Revenue Funded	CityCARE levy (SRV)	Asset Sales	Grants and Contrib.	Loans and Leases	Section 64/94	Reserves
105 – Office of the General Manager								
Install Equipment - Live Streaming of Council Meetings	40,000	0	0	0	0	0	0	40,000
Total program	40,000	0	0	0	0	0	0	40,000
205 – City Services Centre								
P01 – Stair construction – Rear of Depot	8,000	8,000	0	0	0	0	0	0
Total program	8,000	8,000	0	0	0	0	0	0
210 - Local Roads								
Bitumen Reseal Program	408,022	347,022		0	0	0	0	61,000
Roads to Recovery Program	1,367,951	0		0	1,367,951	0	0	0
Ellerton Drive Extension	100,000	0		0	100,000	0	0	0
CBD Improvements - Stage 2	2,759,911	190,000		0	0	0	100,000	2,469,911
Road Seal: Wanna Wanna Road	2,250,000	0		0	1,500,000	0	0	750,000
Beautification Karabar Shopping/Commercial Precinct	100,000	50,000		0	0	0	0	50,000
Intersection Treatment Fernleigh Park Drive	5,500	5,500	0	0	0	0	0	0
SRV-Bitumen Resealing – CityCARE	445,686	0	445,686	0	0	0	0	0
SRV-Pavement Rehabilitation – CityCARE	242,506	0	242,506	0	0	0	0	0
Total program	7,679,576	592,522	688,192	0	2,967,951	0	100,000	3,330,911
215 - Other Infrastructure								
Kerb and Gutter Replacements	55,125	55,125		0	0	0	0	0
Footpaths - Waterfall Drive - Bellbush to Woodhill	108,000	0		0	0	0	108,000	0
Upgrades to more efficient street lighting	10,000	0		0	0	0	0	10,000
Bicycle Paths - Tomsitt Dr to Limestone Dr	49,100	0		0	0	0	49,100	0
Bicycle Paths - McEwan Ave Crossing	16,900	0		0	0	0	16,900	0
Bicycle Paths - River Corridor Stage 1	56,200	0		0	0	0	56,200	0
Installation of Bus Stop Program	60,000	30,000		0	30,000	0	0	0
Footpath Repair - CityCARE	222,520	0	222,520	0	0	0	0	0
Progressive Replacement of Signage	20,000	0	0	0	0	0	0	20,000
Total program	597,845	85,125	222,520	0	30,000	0	230,200	30,000
220 - Stormwater Drainage								
K03 - Stormwater Improvement and Mains Renewal Program	220,563	0		0	0	0	0	220,563
Total program	220,563	0		0	0	0	0	220,563
230 - Property Management								
Bicentennial Hall Bathrooms	116,615	50,000		0	0	0	21,500	45,115
Fernleigh Park Community Hall refurbishment	5,000	0	0	0	0	0	0	5,000
Main Admin Building Redevelopment	5,500,000	0	0	0	0	0	0	5,500,000

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program/Project	Budget 2016-17	SOURCE OF FUNDS						
		Revenue Funded	CityCARE levy (SRV)	Asset Sales	Grants and Contrib.	Loans and Leases	Section 64/94	Reserves
Encourage use of Open and Natural Spaces	95,000	95,000		0	0	0	0	0
Replace A/C system at Old Rugby Club	50,000	0		0	0	0	0	50,000
Pool Building Upgrade works	25,000	25,000		0	0	0	0	0
Public Conveniences – Queen Elizabeth Park toilet upgrade	50,000	0		0	0	0	50,000	0
Fence Replacement Queanbeyan Art Society Gallery – Trinculo Pl	8,000	8,000		0	0	0	0	0
Security Upgrade - WAMI	96,000	0		0	0	0	0	96,000
Security Upgrade - 256 Crawford St	36,300	0		0	0	0	0	36,300
Total program	5,981,915	178,000		0	0	0	71,500	5,732,415
235 - Plant and Motor Vehicles								
Fleet - Motor Vehicles/Utilities Owned	960,764	0		330,000	0	0	0	630,764
Total program	960,764	0		330,000	0	0	0	630,764
250 - Water Supply								
Water Loss Program and Reticulation Improvements	140,000	0		0	0	0	0	140,000
Jerrabomberra Reserve Cathodic protection and painting	1,750,000	0		0	0	0	0	1,750,000
Water Telemetry - Radio Upgrades	7,000	7,000		0	0	0	0	0
Water Meters	100,000	0		0	0	0	0	100,000
Total program	1,997,000	7,000		0	0	0	0	1,990,000
255 - Sewerage Services								
Sewerage Treatment Plant Upgrade Works	2,600,000	0		0	0	0	2,600,000	0
Sewer Mains Rehabilitation	1,800,000	0		0	0	0	0	1,800,000
Locheil St Sewer Pump Rising Main Replace	280,000	0		0	0	0	0	280,000
Total program	4,680,000	0		0	0	0	2,600,000	2,080,000
310 – Domestic Waste Management								
Fleet - Other Minor Plant	750,000	0		0	0	0	0	750,000
Total program	750,000	0		0	0	0	0	750,000
500 - Parks Gardens and Sportsgrounds								
Town Approaches	60,000	33,790		0	0	0	0	26,210
Upgrade Toilet in Queanbeyan Park Playground	150,000	0		0	0	0	0	150,000
Goal Post renewal program	20,000	0		0	0	0	0	20,000
Historical Display Boards	20,000	0		0	0	0	0	20,000
Installation of New Entry Signs Bungendore & Braidwood	90,000	0	0	0	0	0	0	90,000
Installation of Local Government area entrance signs	20,000	0	0	0	0	0	0	20,000
SRV - Improve Drainage David Madew Playing Fields	39,845	0	39,845	0	0	0	0	0
SRV - Wright Park lower carpark reconstruct	90,000	0	90,000	0	0	0	0	0
SRV - Wright Park- Upgrade upper amenities	120,000	0	120,000	0	0	0	0	0
Total program	609,845	33,790	249,845	0	0	0	0	326,210

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

		SOURCE OF FUNDS						
Program/Project	Budget 2016-17	Revenue Funded	CityCARE levy (SRV)	Asset Sales	Grants and Contrib.	Loans and Leases	Section 64/94	Reserves
505 - Reserves Showgrounds Playgrounds and Trees								
Reserve Bushland Management	20,000	20,000	0	0	0	0	0	0
Resurface Combination soccer/basketball surf - Henderson Rd	15,000	15,000	0	0	0	0	0	0
Showground Pavilion and Storage	250,000	0	0	0	125,000	0	0	125,000
SRV - Glebe Park- Shelters, Landscaping Furniture	55,000	0	55,000	0	0	0	0	0
SRV - Coolebah Park- Upgrade equipment and soft fall	40,000	0	40,000	0	0	0	0	0
SRV - Dane Park- Replace equipment and soft fall	40,000	0	40,000	0	0	0	0	0
Tree Planting	36,000	36,000	0	0	0	0	0	0
Total program	456,000	71,000	135,000	0	125,000	0	0	125,000
550 – Sport and Recreation								
New Cricket Pitch - Rockley Oval Googong	35,000	0	0	0	0	0	0	35,000
Total program	35,000	0	0	0	0	0	0	35,000
555 – Aquatic Centre								
Improvement Plan Aquatic Centre	50,000	0	0	0	0	0	50,000	0
Total program	50,000	0	0	0	0	0	50,000	0
700 - Library								
Purchase Library Books/Non Books	100,000	100,000	0	0	0	0	0	0
Total program	100,000	100,000	0	0	0	0	0	0
815 - Information Technology Services								
IT Equipment Purchases	21,000	21,000	0	0	0	0	0	0
Geospatial Software	100,000	0	0	0	0	0	0	100,000
Hardware Refresh – IT equipment	28,750	28,750	0	0	0	0	0	0
Total program	149,750	49,750	0	0	0	0	0	100,000
Total Capital Projects	24,316,258	1,125,187	1,295,557	330,000	3,122,951	0	3,051,700	15,390,863

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Income Statement 2016-17

	General Fund	Water Fund	Sewer Fund	DWM Fund	BWM Fund	Stormwater Management Fund	South East Weight of Loads	Total All Funds	Consol Adjustments	Consolidated Funds
Income										
Internals/Capital	12,352,195	0	109,543	24,846	0	0	0	12,486,583	-12,486,583	0
Rates & Annual Charges	23,945,313	4,965,144	12,293,015	5,047,863	413,688	342,732	0	47,007,755	0	47,007,755
User Charges & Fees	5,046,147	14,740,973	625,276	92,449	0	0	0	20,504,845	-631,600	19,873,245
Interest	982,990	232,663	1,134,497	109,172	15,692	24,648	20,540	2,520,202	-20,540	2,499,662
Other Revenues	1,558,767	298,203	246,728	0	0	0	50,125	2,153,823	-50,125	2,103,698
Grants	5,122,515	84,363	83,786	55,923	0	0	0	5,346,587	0	5,346,587
Contributions	1,180,260	0	17,000	0	0	0	367,045	1,564,305	-367,045	1,197,260
Capital Grants	3,122,951	0	0	0	0	0	0	3,122,951	0	3,122,951
Capital Contributions	725,603	333,162	164,323	0	0	0	0	1,223,088	0	1,223,088
Income from Continuing Operations	54,036,741	20,654,508	14,674,168	5,330,253	429,380	367,380	437,710	95,930,140	-13,555,893	82,374,247
Expenses										
Employee Costs	24,752,552	1,381,863	1,420,956	704,885	0	0	374,355	28,634,612	-374,355	28,260,257
Borrowing Expense	947,156	0	0	0	0	0	0	947,156	0	947,156
Depreciation	7,401,658	2,331,850	3,448,465	135,403	0	0	18,475	13,335,851	-18,475	13,317,376
Other Expenses	6,218,687	130,542	631,200	70,642	1,000	0	9,397	7,061,467	-9,397	7,052,070
Materials & Contracts	9,902,362	13,020,488	2,387,129	3,185,816	261,763	0	94,500	28,852,058	-94,500	28,757,558
Internals/Capital	5,764,405	3,325,731	3,582,480	357,408	80,449	0	7,710	13,118,183	-13,118,184	0
Expenses from Continuing Operations	54,986,821	20,190,474	11,470,230	4,454,155	343,212	0	504,438	91,949,328	-13,614,911	78,334,417
Net Operating Result from Continuing Operations	-950,080	464,034	3,203,938	876,099	86,169	367,380	-66,728	3,980,812	59,017	4,039,829

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Cash Flow Statement 2016-17

	General Fund	Water Fund	Sewer Fund	DWM Fund	BWM Fund	Stormwater Management Fund	South East Weight of Loads	Total All Funds	Consol Adjustments	Consolidated Funds
Income										
Internals/Capital	12,352,195	0	109,543	24,846	0	0	0	12,486,583	-12,486,583	0
Rates & Annual Charges	23,945,313	4,965,144	12,293,015	5,047,863	413,688	342,732	0	47,007,755	0	47,007,755
User Charges & Fees	5,046,147	14,740,973	625,276	92,449	0	0	0	20,504,845	-631,600	19,873,245
Interest	982,990	232,663	1,134,497	109,172	15,692	24,648	20,540	2,520,202	-20,540	2,499,662
Other Revenues	1,558,767	298,203	246,728	0	0	0	50,125	2,153,823	-50,125	2,103,698
Grants	5,122,515	84,363	83,786	55,923	0	0	0	5,346,587	0	5,346,587
Contributions	1,180,260	0	17,000	0	0	0	367,045	1,564,305	-367,045	1,197,260
Capital Grants	3,122,951	0	0	0	0	0	0	3,122,951	0	3,122,951
Capital Contributions	725,603	333,162	164,323	0	0	0	0	1,223,088	0	1,223,088
Income from Continuing Operations	54,036,741	20,654,508	14,674,168	5,330,253	429,380	367,380	437,710	95,930,140	-13,555,893	82,374,247
Expenses										
Employee Costs	24,752,552	1,381,863	1,420,956	704,885	0	0	374,355	28,634,612	-374,355	28,260,257
Borrowing Expense	947,156	0	0	0	0	0	0	947,156	0	947,156
Depreciation	7,401,658	2,331,850	3,448,465	135,403	0	0	18,475	13,335,851	-18,475	13,317,376
Other Expenses	6,218,687	130,542	631,200	70,642	1,000	0	9,397	7,061,467	-9,397	7,052,070
Materials & Contracts	9,902,362	13,020,488	2,387,129	3,185,816	261,763	0	94,500	28,852,058	-94,500	28,757,558
Internals/Capital	5,764,405	3,325,731	3,582,480	357,408	80,449	0	7,710	13,118,183	-13,118,184	0
Expenses from Continuing Operations	54,986,821	20,190,474	11,470,230	4,454,155	343,212	0	504,438	91,949,328	-13,614,911	78,334,417
Net Operating Result from Continuing Operations	-950,080	464,034	3,203,938	876,099	86,169	367,380	-66,728	3,980,812	59,017	4,039,829
Plus Non Cash Items:										
Depreciation	7,401,658	2,331,850	3,448,465	135,403	0	0	18,475	13,335,851	-18,475	13,317,376
Increase in Provision for Doubtful Debts	0	0	0	0	0	0	0	0	0	0
Profit/(Loss) on Disposal of Assets	0	0	0	0	0	0	0	0	0	0
Net Cash Flow from Operating Activities	6,451,578	2,795,884	6,652,403	1,011,502	86,169	367,380	-48,253	17,316,663	40,542	17,357,205
Cash Flows from Financing Activities:										

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

	General Fund	Water Fund	Sewer Fund	DWM Fund	BWM Fund	Stormwater Management Fund	South East Weight of Loads	Total All Funds	Consol Adjustments	Consolidated Funds
Repayments of Borrowings - Includes Internal Loans	-504,537	0	0	0	0	0	0	-504,537	0	-504,537
Net Cash Flows from Financing Activities	-504,537	0	0	0	0	0	0	-504,537	0	-504,537
Cash Flows from Investing Activities:										
Proceeds from Sale of Property, Plant & Equipment	533,000	0	0	0	0	0	0	533,000	0	533,000
Purchase of Property, Plant & Equipment	-16,155,050	-1,900,000	-4,680,000	-750,000	0	-220,563	0	-23,705,613	0	-23,705,613
Repayments from Deferred Debtors	16,000	0	0	0	0	0	0	16,000	0	16,000
Net Cash Flow from Investing Activities	-15,606,050	-1,900,000	-4,680,000	-750,000	0	-220,563	0	-23,156,613	0	-23,156,613
Net Increase/(Decrease) in Cash	-9,659,009	895,884	1,972,403	261,502	86,169	146,817	-48,253	-6,344,487	40,542	-6,303,945
Reserve Movements										
Transfers to Reserves	2,075,879	3,032,368	6,652,403	1,011,502	86,169	367,380	0	13,225,701	0	13,225,701
Transfers From Reserve	-11,447,893	-2,136,484	-4,680,000	-750,000	0	-220,563	-48,253	-19,283,193	40,543	-19,242,650
Net Reserve Movements	-9,372,014	895,884	1,972,403	261,502	86,169	146,817	-48,253	-6,057,492	40,543	-6,016,950
Budget Result	286,995	0	0	0	0	0	0	286,995	0	286,995

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Net cost of services for 2016-17

	Expenses	Income		Net Cost of Services
		Non-Capital	Capital	
Governance				
Governance	2,315,826	17,733	0	-2,298,093
Total Governance	2,315,826	17,733	0	-2,298,093
Administration				
Administration	18,930,245	832,874	0	-18,097,371
Total Administration	18,930,245	832,874	0	-18,097,371
Public Order And Safety				
Animal Control	260,435	164,383	0	-96,052
Enforcement of Local Govt Regulation	375,566	398,275	0	22,709
Emergency Services	1,023,195	277,211	0	-745,984
Total Public Order And Safety	1,659,196	839,869	0	-819,327
Health				
Health	771,701	78,520	0	-693,181
Total Health	771,701	78,520	0	-693,181
Environment				
Noxious Plants	367,954	22,104	0	-345,850
Solid Waste Management	4,322,599	5,734,787	0	1,412,188
Street Cleaning	408,398	0	0	-408,398
Urban Stormwater Drainage	1,704,404	367,380	0	-1,337,024
Other Environmental Protection	480,777	113,699	0	-367,078
Total Environment	7,284,132	6,237,970	0	-1,046,162
Community Services And Education				
Administration & Education	356,358	23,483	0	-332,875
Childrens Services	1,619,080	1,362,599	0	-256,481
Social Protection	311,895	4,881	0	-307,013
Total Community Services And Education	2,287,332	1,390,963	0	-896,369
Housing And Community Services				
Town Planning	837,283	706,718	725,603	595,038
Public Cemeteries	486,527	587,750	0	101,223
Public Conveniences	189,657	0	0	-189,657
Street Lighting	708,300	158,800	0	-549,500
Total Housing And Community Services	2,221,767	1,453,268	725,603	-42,897
Water Supplies				
Water Supplies	16,816,052	20,321,346	333,162	3,838,456
Total Water Supplies	16,816,052	20,321,346	333,162	3,838,456

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

	Expenses	Income		Net Cost of Services
		Non-Capital	Capital	
Sewerage Services				
Sewerage Services	7,839,842	14,400,302	164,323	6,724,783
Total Sewerage Services	7,839,842	14,400,302	164,323	6,724,783
Recreation And Culture				
Swimming Pools	1,245,598	1,206,941	0	-38,657
Sporting Grounds	689,786	102,304	125,000	-462,482
Parks & Gardens	3,278,951	48,249	0	-3,230,702
Other Sport & Recreation	553,421	473,400	0	-80,021
Public Libraries	1,498,305	300,794	0	-1,197,511
Museums	52,805	0	0	-52,805
Art Galleries	0	21,520	0	21,520
Community Centres	2,161,302	1,013,613	0	-1,147,689
Other Cultural Services	194,411	3,800	0	-190,611
Total Recreation And Culture	9,674,579	3,170,621	125,000	-6,378,958
Mining, Manufacturing And Construction				
Building Control	1,959,751	960,300	0	-999,452
Total Mining, Manufacturing And Construction	1,959,751	960,300	0	-999,452
Transport And Communication				
Urban Roads: Local	3,194,142	884,045	1,467,951	-842,146
Urban Roads: Regional	128,661	135,000	0	6,339
Sealed Rural Roads: Local	96,432	0	0	-96,432
Unsealed Rural Roads: Local	55,000	0	1,500,000	1,445,000
Bridges Urban Roads: Local	86,599	0	0	-86,599
Footpaths	638,434	40,000	0	-598,434
Parking Areas	95,564	0	0	-95,564
Other Transport and Communication	1,237,500	526,228	30,000	-681,272
Total Transport And Communication	5,532,331	1,585,273	2,997,951	-949,107
Economic Affairs				
Caravan Parks & Camping Grounds	153,417	32,475	0	-120,942
Tourism & Area Promotion	102,126	60,816	0	-41,310
Other Economic Affairs	786,118	223,000	0	-563,118
Total Economic Affairs	1,041,661	316,291	0	-725,370
TOTAL FUNCTIONS	78,334,418	51,605,332	4,346,039	-22,383,047
Net Rates & Extra Charges		26,422,876	0	26,422,876
Net Operating Result for the Year				4,039,829

Achieving the six Themes

As previously outlined in this document, Council has undertaken extensive community consultation to help develop its suite of Integrated Planning documents. From this consultation, Council has six Themes which it strives to achieve.

The following pages of the Operational Plan show how Council plans to work towards achieving these Themes over the next four years.

Each Theme has the following elements:

Working on the system: Council is committed a culture of continuous improvement and each section of Council has outlined the activities it will undertake to improve its systems and processes.

Capital projects: what capital projects Council will undertake in 2016-17.

Operational projects: what operational projects Council will undertake in 2016-17.

Programs and services: what programs and services Council currently provides and who is responsible for them. This section also includes Key Performance Indicators (KPIs) for each program.

Review of KPIs

Due to the impending Council mergers, Queanbeyan City Council has removed a large amount of KPIs from the Operational Plan. This is due to an organisational-wide service review that will be undertaken during 2016-17 and will result in the development of new KPIs for our services. The KPIs that remain will be reported on via the six monthly Delivery Program update and the Annual Report.

Quadruple Bottom Line

As part of the Integrated Planning and Reporting Framework, Queanbeyan City Council is required to outline how it plans to achieve the 'Quadruple Bottom Line'.

The Quadruple Bottom Line reporting approach assists in demonstrating Council's commitment to its social, environmental and civic leadership (governance) responsibilities – not just focusing on financial performance.

A range of definitions are suggested for the four elements of the Quadruple Bottom Line, but Council has used the following:

Social - ensuring that there is fair and effective management of the human capital within Council and the broader community

Environment – ensuring that Council is engaging in sustainable environmental activities

Economic – ensuring that there is a focus on the broader financial impacts of Council's business, not just revenue and expenses

Civic – ensuring that Council's process for decision-making are responsive, inclusive and follow the rule of law

Theme 1 – Image and Influence



Create a strong positive image for Queanbeyan as a place renowned for its quality of home and business life and loved by residents for its natural setting and heritage, its urban and country mix, its beauty and diversity, its cohesion among different cultures, its vibrancy and sense of pride. Local democracy is strong, and Queanbeyan is known for its civic leadership and sound governance.

An important destination for visitors who stop rather than pass through, bringing economic growth and helping celebrate Queanbeyan. Queanbeyan's voice has local and regional influence, is respected by residents and other levels of government, and is able to create outcomes to achieve the Queanbeyan Tomorrow Community Vision. The Council is recognised for its strong civic leadership, governance framework and the delivery of financially sustainable services and projects.

Key directions for Theme 1 – Image and Influence

What the community told us will help meet Image and Influence

1.1 - Raise the local profile

1.2 - Improve and promote Council's image

1.3 - Promote Queanbeyan as a destination

1.4 - Enhance the CBD - the civic heart

1.5 - Encourage community and business leadership

1.6 - Protect the places that are important to the community

1.7 - Create a place where people choose to live

1.8 - Provide strong local democracy and civic governance














1.9 - Promote and encourage an engaged community

Working ON the system (what we will do to improve our processes) – Theme 1





Program	Opportunity for Improvement
115 - Legal and Governance	Review of delegation and authorisation procedures.
117 - Integrated Planning and Communications	Development of End of Term Report Finalisation and implementation of Communications Strategy
800 - Expenditure Accounting	Implementation of the "Procurement Road Map" in conjunction with a PDSA review of the procurement process.
805 - Revenue Accounting	Review of following policies: <ul style="list-style-type: none"> • Rates and Water Debt Recovery Policy • Sundry Debtors (Accounts Receivable) Debt Recovery Policy • Investment Policy • Procurement Policy • Attribution Policy
810 - Business Analyst Unit 815 - Information Technology Services	Mapping of processes Six monthly review of system views Capturing data from lead indicators into control charts Ongoing review of processes
820 - People and Excellence	Review of workers compensation claim procedures Review of Council Drug and Alcohol Policy
825 - Customer Relations	Continuing to identify, review and update customer service processes through ProMapp Action new entity transitional arrangements relevant to the Customer Relations section.

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Capital Projects 2016-17 – Theme 1

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
1.2	Installation of new entry signs Bungendore and Braidwood	\$90,000	Manager Parks and Recreation				
1.2	Installation of Local Government area entrance signs	\$20,000	Manager Engineering Operations				
1.2	Progressive replacement of signage	\$20,000	Manager Engineering Services				
1.3	I46 - Town approaches	60,000	Manager Parks and Recreation				
1.4	Beautification Karabar Shopping/Commercial Precinct	100,000	Manager Parks and Recreation				
1.8	M29 - Hardware Refresh – IT equipment	28,750	Manager ITBS				
1.8	FFF006 – Fit for the Future Geospatial Software	100,000	Manager ITBS				
1.8	ITE000 – It equipment purchases	16,000	Manager ITBS				
1.8	SEC002 – Security upgrades – 256 Crawford St	36,300	Manager ITBS				
1.8	SEC002 – Security upgrades - WAMI	96,000	Manager ITBS				
1.8	Install equipment – Live streaming of Council meetings	\$40,000	Manager Integrated Planning and Communications				

Operational Projects 2016-17 – Theme 1

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
1.2	Implement employee “e” services including recruitment, learning performance management and self service	Manager People and Excellence				
1.7	Tree planting	Manager Parks and Recreation				
1.8	Strategic four-year Internal Audit Workplan updated and adopted annually	Internal Auditor				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Ongoing Programs 2016-17 – Theme 1

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
100 - Civic Affairs	Elected representatives Civic functions General Donations Sister City	643,161	644,145	General Manager

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
105 - Office of the General Manager	Canberra Regional Joint Organisation involvement General Manager's Office Strategy Civic engagement Financial management Overall organisational management	828,655	824,185	General Manager

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
110 - Director People, Process and Technology	Director People, Process and Technology Director People, Process and Technology - support Corporate Administration	(728,602)	(768,014)	Director People, Process and Technology

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
115 - Legal and Governance	Legal and Insurance Services Risk Management Internal Audit	878,220	1,077,583	Executive Manager Legal and Governance	
Key Performance Indicators			Target	Less is Better	KPI Type
GIPAA applications processed within the prescribed time			100%		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
117 - Integrated Planning and Communications	Internal and external communications Social media Web and Digital Communications Grants Integrated Planning	1,234,303	932,643	Manager Integrated Planning and Communications	
Key Performance Indicators			Target	Less is Better	KPI Type
Six editions of City Life completed per annum			6		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
800 - Expenditure Accounting	Accounting Management Accounting Accounts Payable Procurement	973,266	956,562	Chief Financial Officer	
Key Performance Indicators			Target	Less is Better	KPI Type
Maintain Council's Debt Service Cover Ratio at the industry accepted level. Calculated annually			2%		Lag Indicator
Council's Unrestricted Current Ratio greater than or equal to the industry accepted level. Calculated annually			1.50%		Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
805 - Revenue Accounting	Accounts Receivable Rates, Water and Waste Charges Debt Recovery Trade Waste Rates	(26,482,557)	(26,707,885)	Chief Financial Officer	
Key Performance Indicators			Target	Less is Better	KPI Type
Maintain the level of rates, annual charges, interest and extra charges outstanding percentage at the industry accepted level. Calculated annually			4%		Lag Indicator

Return on investment .25% greater than average bank bill rate for 90 days	0.25%		Lag Indicator
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Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
810 - Business Analyst Unit	Business Analyst Unit Graphic Information Service Operations Land Information Service Operations	480,769	636,703	Manager ITBS	

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
815 - Information Technology Services	Information Communications Technology Services Management Helpdesk Network and Systems Corporate Applications Records Administration System Development and Implementation	1,284,747	1,281,388	Manager ITBS	
Key Performance Indicators			Target	Less is Better	KPI Type
Unplanned network downtime less than four hours per month			4 hours	Yes	Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Planned network downtime less than one day per month	1 days	Yes	Lag Indicator
Scheduled network (including server) availability during business hours (Mon-Sat 7am-7pm)	310 hours		Lag Indicator
Unscheduled network (including server) availability during business hours (Mon-Sat 7am-7pm)	0 hours		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
820 - People and Excellence	Human Resources Organisational Development Learning and Development Business Excellence Framework PDSA	1,470,544	1,351,239	Manager People and Excellence	
Key Performance Indicators			Target	Less is Better	KPI Type
Voluntary staff turnover percentage is below the annual NSW LGSA Council's Benchmark			0%	Yes	Lag Indicator
Council's investment in learning and development (as a percentage of labour costs) is not less than the annual NSW LGSA Council's Benchmark			0%		Lag Indicator
Council's staff diversity is reflective of the working age diversity within the Queanbeyan Community			0%		Lag Indicator
Number of new staff who do not complete 'on boarding program' within three months			0	Yes	Lead Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
825 - Customer Relations	Customer Service Operations	1,151,687	1,032,127	Manager Customer Relations	
Key Performance Indicators			Target	Less is Better	KPI Type
Customer feedback received by Customer Relations section is provided for action to the relevant Council section within 2 working days of receipt.			100%		Lag Indicator
Customer Relations correspondence is responded to within three working days for email correspondence and within 10 working days for other written correspondence.			100%		Lag Indicator
A minimum of 120 Customer Action Request follow up calls for feedback on service provided occur per quarter			120		Lag indicator

Theme 2 – Business and Industry



Attract and stimulate the growth of identified key sectors for a 21st century economy: sectors such as the arts, design, high technology manufacturing, as well as service industries that can support the Defence sector. Develop a supportive, proactive business environment in which small and medium enterprises thrive. The upturn in business will generate a specialist business role with an increase in GDP, in business start-ups and in research and development. The CBD is the heart of the community bustling with pedestrian activity, restaurants, cafes, places for people to enjoy and meet, and retail services; taking full advantage of its beautiful natural setting on the river.

Key directions for Theme 2 – Business and Industry

What the community told us will help meet Business and Industry

2.1 - Continued progress towards delivery of local economic development initiatives

2.2 - Encourage local business and industry leadership

2.3 - Promote local employment and training opportunities



2.4 - Revitalisation of the CBD

2.5 - Support existing businesses












2.6 - Create opportunities for youth

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17












Capital Projects 2016-17 – Theme 2

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
2.4	M71 – CBD Improvements – Stage 2	2,759,911	Manager Parks and Recreation				

Operational Projects 2016-17 – Theme 2

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
2.4	CBD Master Plan review	Manager Economic Development and Business Liaison				
2.1	Queanbeyan Business Excellence Awards	Manager Economic Development and Business Liaison				
2.1	Promotion of economic development through the Queanbeyan Economic Strategic Group	Manager Economic Development and Business Liaison				
2.1	Queanbeyan Prospectus	Manager Economic Development and Business Liaison				
2.1	Economic Development Strategy	Manager Economic Development and Business Liaison				
2.1	Qpop and Markets ** Reliant on grant funding being obtained	Manager Economic Development and Business Liaison				
2.1	Buy Local Xmas Promotion ** Reliant on grant funding being obtained	Manager Economic Development and Business Liaison				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
2.1	Awnings Audit ** Reliant on grant funding being obtained	Manager Economic Development and Business Liaison				
2.1	Retail Strategy ** Reliant on grant funding being obtained	Manager Economic Development and Business Liaison				
2.1	Innovation Hub ** Reliant on grant funding being obtained	Manager Economic Development and Business Liaison				
2.1	Participation in Canberra Region Joint Organisation Working Groups	Manager Economic Development and Business Liaison				
2.2	Business Profile Register database	Manager Economic Development and Business Liaison				
2.4	Actions to encourage the establishment of a cinema	Director Economic and Community Development				
2.4	Economic Gardening	Manager Economic Development and Business Liaison				

Ongoing Programs 2016-17 – Theme 2

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
120 - Economic Development and Business Liaison	Tourism Centre operations Economic Development Queanbeyan Economic Strategic Group	442,198	760,544	Manager Economic Development and Business Liaison

Theme 3 – Culture and Leisure



A fantastic country lifestyle, characterised by choice and high participation in the development and enjoyment of all forms of community activities: sports, community groups, volunteering, arts, cultural and entertainment activities. Active and passive recreation are encouraged by facilities such as linked network of bicycle and walking paths, increased access to the river, maintenance of parks and open space, entertainment spaces and facilities. The CBD is bustling with pedestrian activity, restaurants, cafes, retail services, and has places for people to enjoy and meet. The rich built and cultural heritage of Queanbeyan is well recognised and celebrated.

Key directions for Theme 3 – Culture and Leisure

What the community told us will help meet Culture and Leisure

3.1 - Recognise and conserve Queanbeyan's heritage

3.2 - Create excellence in recreation and lifestyle opportunities




3.3 - Create a cycleway and pathway network across Queanbeyan

3.4 - Promote and expand cultural activities with Queanbeyan
















Working ON the system (what we will do to improve our processes) – Theme 3

Program	Opportunity for Improvement
Parks and Recreation 500 - Parks, Gardens and Sportsfields 505 - Reserves, Showgrounds, Playgrounds and Trees 560 - Caravan Park	Bring team leaders into the supervisor training program - team leaders attend supervisor meetings quarterly. Target supervisors and team leaders to promote blue behaviours in their day to day activities. Increase awareness of operational staff on their ability to contribute to ABEF process. Include at least one operational staff member in each PDSA process that relates to their particular area to increase participation of operational staff on PDSA teams Promapp one process in each program annually Review one process in each program annually Review level 2, 3 and 4 systems views annually PDSA review identified for each program
Community Businesses 710 - Queanbeyan Performing Arts Centre 707 - Bicentennial Hall 555 - Aquatic Centre 599 – Indoor Sports Centre 630 - Community Centres	Business plans developed. Business marketing plans developed. Business break-even analysis tools created.

Capital Projects 2016-17 – Theme 3

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
3.1	O99 – Historical Display Boards	20,000	Executive Manager Strategic Planning				
3.2	N30 - Bicycle paths - McEwan Ave crossing	16,900	Manager Engineering Services				
3.2	E81 - Reserve bushland management	20,000	Manager Parks and Recreation				









Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
3.2	N02 - Improvement plan Aquatic Centre	50,000	Manager Community Business				
3.2	N06 - Encourage use of open and natural space	95,000	Manager Parks and Recreation				
3.2	S52 - SRV- Improve drainage David Madew playing fields	39,845	Manager Parks and Recreation				
3.2	S84 - SRV - Wright Park lower carpark reconstruct	90,000	Manager Parks and Recreation				
3.2	S85 - SRV - Glebe Park - shelters, landscaping, furniture	55,000	Manager Parks and Recreation				
3.2	S86 - SRV - Wright Park - upgrade upper amenities	120,000	Manager Parks and Recreation				
3.2	S87 - SRV - Coolebah Park - upgrade equipment and softfall	40,000	Manager Parks and Recreation				
3.2	S88 - SRV - Dane Park - replace equipment and softfall	40,000	Manager Parks and Recreation				
3.2	M85 – Bicentennial Hall bathrooms	116,615	Manager Engineering Operations				
3.2	O95 – Pool building upgrade works	25,000	Manager Engineering Operations				
3.2	O97 – Queen Elizabeth Park toilet refurbishment	50,000	Manager Parks and Recreation				
3.2	O98 – Showground Pavilion ** Reliant on grant funding being obtained	250,000	Manager Parks and Recreation				







Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
3.2	O82 – Upgrade toilet in playground – Queanbeyan Park	150,000	Manager Parks and Recreation				
3.2	O83 – New cricket pitch – Rockley Oval Googong	35,000	Manager Parks and Recreation				
3.2	O85 – Goal post renewal program	20,000	Manager Parks and Recreation				
3.3	N29 - Bicycle paths - Tomsitt Dr to Limestone Dr	49,100	Manager Engineering Services				
3.3	N31 - Bicycle paths – River corridor stage 1	56,200	Manager Engineering Services				
3.4	P02 – Fence replacement at Queanbeyan Art Society	8,000	Manager Parks and Recreation				

Operational Projects 2016-17 – Theme 3

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
3.1	Heritage Grants	Executive Manager Strategic Planning				
3.1	Promotion of heritage through the Heritage Advisory Committee	Executive Manager Strategic Planning				
3.1	Heritage Week	Executive Manager Strategic Planning				
3.1	Showground Plan of Management review	Manager Parks and Recreation				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
3.2	Queanbeyan Street Party	Manager Economic Development and Business Liaison				
3.2	Queanbeyan River Festival	Manager Family Services and Community Development				
3.2	Family Fun Day	Manager Family Services and Community Development				
3.4	Queens Bridge Mural	Manager Family Services and Community Development				
3.4	Multicultural Festival	Manager Family Services and Community Development				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Ongoing Programs 2016-17 – Theme 3

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
500 - Parks, Gardens and Sportsfields	Town approaches Parks Operations Sportsgrounds Queanbeyan River Sporting Gallery Queanbeyan Gift Recreation and Sports Operations	4,333,116	4,687,524	Manager Parks and Recreation

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
505 - Reserves, Showgrounds, Playgrounds and Trees	Tree Management Reserves Operations Playgrounds Showground Bushland Management	1,780,807	855,600	Manager Parks and Recreation	
Key Performance Indicators			Target	Less is Better	KPI Type
1,300 new trees planted annually.			1300		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
550 – Sports and Recreation	Sports and recreation	153,412	268,145	Manager Parks and Recreation

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
555 - Aquatic Centre	Pool Operations Pool Kiosk	113,488	150,019	Manager Community Business	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of times water samples fall outside the water quality standard			0		Lag indicator
An average for 950 swim school enrolments per term			950	No	Lag indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
599 – Indoor Sports Centre	Indoor Sports Centre operations	122,045	(7,391)	Manager Community Business	
Key Performance Indicators			Target	Less is Better	KPI Type
An average of 300 participants per week			300		Lag indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
560 - Caravan Park	Lease of Riverside Caravan Park	7,348	7,348	Manager Parks and Recreation	

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
630 - Community Centres	Letchworth Community Centre Jerrabomberra Community Centre RB Smith Community Centre Karabar Community Centre	281,040	207,508	Manager Community Business	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of internal and external bookings of Jerrabomberra Community Centre per month			0		Lag Indicator
Number of internal and external bookings of Letchworth Community Centre per month			0		Lag Indicator
Number of internal and external bookings of Karabar Community Centre per month			0		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
705 - Culture and the Arts	Culture and the Arts Operations	226,501	251,489	Manager Family Services and Community Development	

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
707 - Bicentennial Hall	Queanbeyan Bicentennial Hall Queanbeyan Bicentennial Hall bar operations Australia Day	606,739	837,202	Manager Community Business	
Key Performance Indicators			Target	Less is Better	KPI Type
Average number of bookings per month of Queanbeyan Bicentennial Hall			0		Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
710 - Queanbeyan Performing Arts Centre	Queanbeyan Performing Arts Centre program operations Queanbeyan Performing Arts Centre bar operations Queanbeyan Performing Arts Centre building operations	888,986	776,750	Manager Community Business	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of patrons attending performances per annum			28,000		Lag Indicator

Theme 4 – Infrastructure, Access and Transport



Queanbeyan continues to grow in a managed and sustainable way with well developed, maintained and affordable infrastructure. The CBD is pedestrian friendly with reduced, slowing traffic that creates less conflict between vehicles and pedestrians. A Bypass (which includes the Ellerton Drive extension) takes heavy vehicles out of the CBD, with traffic flowing easily between suburbs and the CBD, and will assist traffic flow through Queanbeyan from the ACT to the coast. A range of affordable public transport services meets peak and off-peak demand, with innovative new options supporting the traditional services. Queanbeyan is responsive to water demand management, recycling and reuse.

Key directions for Theme 4 – Infrastructure, Access and Transport

What the community told us will help meet Infrastructure, Access and Transport

4.1 - Undertake planning to ensure infrastructure is prepared for future growth

4.2 - Continue to improve integration of land use and transport

4.3 - Investigate sustainable transport options
















4.4 - Continue to investigate improvements to local road network

Working ON the system (what we will do to improve our processes) – Theme 4













Program	Opportunity for Improvement
Engineering Operations 200 - Engineering Management 205 - City Services Centre 210 - Local roads 212 - Regional roads 214 - State roads 215 - Other infrastructure 220 - Stormwater drainage 225 – Carparks 230 - Property Management	Bring team leaders into the supervisor training program - team leaders attend supervisor meetings quarterly. Target supervisors and team leaders to promote blue behaviours in their day to day activities. Increase awareness of operational staff on their ability to contribute to ABEF process.
Engineering Services 235 - Plant and Motor Vehicles 240 - Road safety 245 - South East Weight of Loads	Bring team leaders into the supervisor training program - team leaders attend supervisor meetings quarterly. Target supervisors and team leaders to promote blue behaviours in their day to day activities. Increase awareness of operational staff on their ability to contribute to ABEF process. Include at least one operational staff member in each PDSA process that relates to their particular area to increase participation of operational staff on PDSA teams Promapp one process in each program annually Review one process in each program annually Review level 2, 3 and 4 systems views annually PDSA review identified for each program
Water and Sewer 250 - Water Supply 255 - Sewerage services	Review, approve and implement development and design standards for the water and sewage business Encourage operators to implement the principles of the ABEF to improve processes and constructive behaviours Continue to implement recommendations from 2013 culture survey for Water and Sewer section to increase construction behaviours

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17







Capital Projects 2016-17 – Theme 4

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
4.1	WMT - Water meters	100,000	Finance Manager				
4.1	K13 - Bitumen Reseal Program	408,022	Manager Engineering Operations				
4.1	K30 - Roads to Recovery Program	1,367,951	Manager Engineering Operations				
4.1	M74 - Kerb and gutter replacements	55,125	Manager Engineering Operations				
4.1	S98 - SRV-Bitumen resealing	445,686	Manager Engineering Operations				
4.1	S99 - SRV- Pavement rehabilitation	242,506	Manager Engineering Operations				
4.1	SRV - Footpath repair	222,520	Manager Engineering Operations				
4.1	F03 - Fleet - Motor vehicles/utilities owned	960,764	Manager Engineering Services				
4.1	K03 - Stormwater Improvement and Mains Renewal Program	220,563	Manager Engineering Services				
4.1	L36 - Footpath Waterfall Dr - Bellbush to Woodhill	108,000	Manager Engineering Services				
4.1	M80 - Upgrades to more efficient street lighting	10,000	Manager Engineering Services				
4.1	J20 - Water Loss Program and Reticulation Improvements	140,000	Manager Water and Sewer				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
4.1	J25 - Sewage Treatment Plant Upgrade works	2,600,000	Manager Water and Sewer				
4.1	K01 - Sewer Mains Rehabilitation	1,800,000	Manager Water and Sewer				
4.1	L46 - Jerrabomberra Reserve Cathodic Protection and Painting	1,750,000	Manager Water and Sewer				
4.1	L53 - Locheil St Sewer pump rising main replacement	280,000	Manager Water and Sewer				
4.1	M72 – Wanna Wanna road seal	2,250,000	Manager Engineering Services				
4.1	P01 – Stair construction – rear of Depot	8,000	Manager Engineering Operations				
4.1	O93- Replace A/C system at Old Rugby Club	50,000	Manager Engineering Operations				
4.1	O52 – Main admin building redevelopment	5,500,000	Manager Engineering Services				
4.2	L56 – Ellerton Drive preliminary works, pending Council approval	100,000	Manager Engineering Services				
4.3	O89 – Installation of bus stop program	60,000	Manager Engineering Operations				

Operational Projects 2016-17 – Theme 4

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
4.1	Fernleigh Park Community Hall refurbishment	Manager Engineering Operations				
4.3	Review CBD Traffic Model	Manager Engineering Services				
4.3	Transport Strategy	Manager Engineering Services				
4.3	Cycle Strategy/PAMPS review	Manager Engineering Services				
4.4	Intersection treatment Fernleigh Park	Manager Engineering Services				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Ongoing Programs 2016-17 – Theme 4

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
200 - Engineering Management	Engineering Operations Engineering Services Engineering Development Engineering Asset Management Manager Water and Sewer Engineering Contract Management Engineering Management – water Engineering Management – sewer	342,900	643,222	Manager Engineering Services

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
202 - Director Infrastructure Services	Director Infrastructure Services	248,360	260,766	Director Infrastructure Services

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
205 - City Services Centre	City Services administration Store Depot Workshop Chargeable Works	(13,600)	(71,420)	Manager Engineering Operations	
Key Performance Indicators			Target	Less is Better	KPI Type
Profit made on chargeable works			10%		Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
210 - Local Roads	Civil repairs Sealed road maintenance Unsealed road maintenance New construction	3,427,871	3,969,383	Manager Engineering Operations	
Key Performance Indicators			Target	Less is Better	KPI Type
% of Council's reseal program complete by 31 March			100%		Lag Indicator
% of Council's restabilisation program complete by 31 March			100%		Lag Indicator
% of Roads to Recovery grant expended per annum			100%		Lag Indicator
CityCARE road maintenance program complete by 31 March			100%		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
212 - Regional Roads	Regional road maintenance	11,152	11,152	Manager Engineering Operations	

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
214 - State roads	State road maintenance	0	0	Manager Engineering Operations	

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
215 - Other infrastructure	Traffic facilities Bus facilities Street furniture Footpath maintenance Footpath construction Vehicular crossings Kerb and guttering Bicycle paths – new Bicycle paths – maintenance Street cleaning Street lighting Bridges	2,864,660	2,456,396	Manager Engineering Operations

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
220 - Stormwater Drainage	Stormwater mains Stormwater retention Stormwater pollution controls Stormwater inlet pits Stormwater management services	1,636,894	1,731,271	Manager Engineering Operations

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
225 - Carparks	Carparks CBD Carparks other	144,833	129,802	Manager Engineering Operations

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
230 - Property Management	Property management – various Council-owned buildings	481,055	835,697	Manager Engineering Operations

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
235 - Plant and Motor Vehicle	Fleet Operations Leaseback Vehicles Operations	666,995	666,995	Manager Engineering Services

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
240 - Road safety	Road safety operations School crossing supervisors Road safety projects Go Bus extension program	45,152	48,470	Manager Engineering Services	
Key Performance Indicators			Target	Less is Better	KPI Type
% of completed tasks in Road Safety Action Plan			90%		Lag Indicator
Secure minimum three grants per year			3		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
245 - South East Weight of Loads	South East Weight of Loads operations	18,475	18,475	Manager Engineering Services

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
250 - Water Supply	Water services Water mains operations, flushing, tree damage Waterwise program Water reservoirs Water pumping stations Water restrictions	2,331,850	2,331,850	Manager Water and Sewer	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of services requests per 1000 customers			15	Yes	Lag Indicator
Number of mains breaks per km			0.01	Yes	Lag Indicator
Operating cost per water supply connection			\$200	Yes	Lag Indicator
Number of water service requests per 1000 properties			100	Yes	Lag Indicator
E.coli compliance with Drinking Water Guidelines			99.50%		Lag Indicator
Compliance with Drinking Water Quality Management Plan			99%		Lag Indicator
Compliance with Recycled Water Quality Management Plan			99%		Lag Indicator
Compliance with the Googong Operational and Environmental Management Plan			95%		Lag indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
255 - Sewerage Services	Sewer mains Sewer Waterwise Program Sewer pumping stations Sewer trade waste Sewerage Treatment Works	3,448,465	3,448,465	Manager Water and Sewer	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of service complaints per 1000 connections			25	Yes	Lag Indicator
Operating cost per sewer main connection			\$300	Yes	Lag Indicator
Number of main blockages per km			2	Yes	Lag Indicator
Sewerage overflows due to blockages addressed within 30 minutes			95%		Lag Indicator
Operating cost per connection to Queanbeyan Sewage Treatment Plant			\$100	Yes	Lag Indicator
Compliance with 90th percentile licence limit for discharge from Sewage Treatment Works			100%		Lag Indicator



Sustainable community infrastructure (education, work, transport, access to services) supports the entire community. Services and community activities encourage community spirit, promote a fulfilling lifestyle, enhance health and social wellbeing, encourage lifestyle choices and provide opportunities to participate in local decision-making. People have a sense of belonging and are proud to be residents of Queanbeyan.

Key directions for Theme 5 – The Community

What the community told us will help meet The Community

5.1 - Implementing the plans Queanbeyan already has

5.2 - Strengthen partnerships between Council, Federal and State agencies and community groups

5.3 - Provide quality services to the community

5.4 - Develop programs to target specific groups in the community


5.5 - Support the creation of education and training opportunities in Queanbeyan

Working ON the system (what we will do to improve our processes) – Theme 5









Program	Opportunity for Improvement
525 - Emergency Management 540 - Public Conveniences 545 - Cemeteries	Bring team leaders into the supervisor training program - team leaders attend supervisor meetings quarterly. Target supervisors and team leaders to promote blue behaviours in their day to day activities. Increase awareness of operational staff on their ability to contribute to ABEF process. Include at least one operational staff member in each PDSA process that relates to their particular area to increase participation of operational staff on PDSA teams Promapp one process in each program annually Review one process in each program annually Review level 2, 3 and 4 systems views annually PDSA review identified for each program
535 - Community Regulation	Monitor, Review and update regulatory signage in Council's Reserves
Community and Cultural Development 625 - Community Development 635 - Children's Services 650 - Social Community Planning and Community Safety	Continue process capture and review. Ensure individual work plans are used for regular conversations about individual and team outcomes. Review and update service statements every 6 months. Ensure strategic outcomes identified in the Community Strategic Plan are clearly understood and linked to individual and team work plans.
700 - Library	Continue to map processes Review systems view Review processes Implement individual work plans for working on/in the system Include BEF/Cultural Survey/Fish as a standard item at team meetings and discuss, communicate, inform staff about what it means and progress on implementing

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Capital Projects 2016-17 – Theme 5

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
5.3	LBK - Purchase Library books/non books	100,000	Manager Library and Cultural Services				

Operational Projects 2016-17 – Theme 5

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
5.1	Fire management and bush	Manager Environment and Health				
5.3	New cemetery concept design	Manager Parks and Recreation				
5.3	New cemetery environmental assessment	Manager Parks and Recreation				
5.3	New cemetery management strategy	Manager Parks and Recreation				
5.3	Regulatory signs at reserves (dogs off lead)	Manager Customer Relations				
5.4	Seniors Week	Manager Family Services and Community Development				
5.4	Reconciliation Walk	Manager Family Services and Community Development				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Ongoing Programs 2016-17 – Theme 5

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
525 - Emergency Management	Operations Section 44 Emergency SES Bushfire Hazard Management Team Bushfire	862,969	823,796	Manager Parks and Recreation

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
535 - Community Regulation	Community Regulation Operations	(35,246)	(8,624)	Manager Customer Relations	
Key Performance Indicators			Target	Less is Better	KPI Type
All school zones within the Queanbeyan Local Government Area are patrolled a minimum of once per school week. Patrols are to take place during peak times of school commencement and finishing times			100%		Lead Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
540 - Public Conveniences	Public conveniences operations	535,155	409,954	Manager Parks and Recreation

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
545 - Cemeteries	Riverside Cemetery New Cemetery Lanyon Drive Cemetery	(196,359)	(83,072)	Manager Parks and Recreation

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
598 - Director Economic and Community Development	Director Economic and Community Development	291,332	318,987	Director Economic and Community Development

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
605 – Aged and Disability Services Programs	Aged and disability services program	22,526	16,702	Manager Family Services and Community Development

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
625 - Community Development	Community Development Community Development – Aboriginal projects Youth Service Community Youth Outreach Worker Youth Week LiquidFest	476,726	483,086	Manager Family Services and Community Development	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of youth accessing the Youth Centre per month.			250		Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
635 - Children's Services	Children's Services Development Family Day Care Indigenous Playschool Program Family Day Care Childcare Benefit	156,371	296,290	Manager Family Services and Community Development	
Key Performance Indicators			Target	Less is Better	KPI Type
Average number of children accessing Family Day Care per week against the capacity of service.			85%		Lag Indicator
Average number of children accessing Aboriginal Playschool Program per week against the capacity of service.			75%		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
650 - Social Community Planning and Community Safety	Social Planning	239,812	230,153	Manager Family Services and Community Development	

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
700 - Library	Library Information Services Bungendore Library Library Lending Services Children's Library Services Braidwood Library	1,449,155	1,514,161	Manager Library and Cultural Services	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of visitors at Museums per annum			1000		Lag Indicator
Number of library visitors per capita of population (40,858)			5 per capita		Lag Indicator
Number of loans per capita of population (40,858)			6 per capita		Lag Indicator
Number of internet hours used on public PCs per month			600 per month		Lag Indicator
Number of WIFI sessions			400 per month		Lag Indicator
Number of participants for community events/programs			350 per month		Lag Indicator
Library membership exceeds NSW State Average of 50% of resident population.			50%		Lag Indicator

Theme 6 – The Environment



Achieving a balance between growing community demands and the need to ensure the sustainability of our natural environment which includes the escarpment biodiversity, waterways, woodlands and grasslands. Water use has been reduced through information campaigns and increased environmental awareness. New suburbs are developed with environmentally sensitive design and energy efficient homes. Open space remains a feature throughout Queanbeyan and development has not affected the natural vistas. The river is clean, flowing, rich in wildlife and is a focal point for enjoyment and passive recreation. Our surrounding scenic landscape is recognised for its social benefits and ecological significance.

Key directions for Theme 6 – The Environment

What the community told us will help meet The Environment

6.1 - Consider the environmental impacts of future planning

6.2 - Promote and implement resource conservation and good environmental practice

6.3 - Provide environmental education for community and staff

6.4 - Develop integrated water management for Queanbeyan


6.5 - Care for the Queanbeyan River

Working ON the system (what we will do to improve our processes) – Theme 6











Program	Opportunity for Improvement
300 - Environmental Health 305 - Environmental Improvement Program 310 - Domestic Waste Management 315 - Business Waste Management	Mapping of processes Six monthly review of system views Capturing data from lead indicators into control charts Ongoing review of processes
325 - Land Use Regulations 330 - Contestable Services	Map processes Capture and report on the data for our lead indicators for our programs Six-monthly review of each of our systems views Review of Promapped processes annually Continue to have conversations with team and other departments Have the systems view built into what we do – including team meetings, projects
400 – Conservation	Continue to have conversations to ensure that available knowledge and information remains current amongst staff. Continue to apply for appropriate grants and assistance programs
410 - Landuse Planning	Continue to have conversations to ensure that staff project and information requirements are clear and that staff have access to all necessary information. Continue to map the Sections processes in Promapp and to review existing processes within one week of the required time
510 - Pest and Weed Control	Bring team leaders into the supervisor training program - team leaders attend supervisor meetings quarterly. Target supervisors and team leaders to promote blue behaviours in their day to day activities. Increase awareness of operational staff on their ability to contribute to ABEF process. Include at least one operational staff member in each PDSA process that relates to their particular area to increase participation of operational staff on PDSA teams Promapp one process in each program annually Review one process in each program annually Review level 2, 3 and 4 systems views annually PDSA review identified for each program
530 - Animal Pound	Feral Cat Management Companion Animals Act Community Education Program implemented.

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17


















Capital Projects 2016-17 – Theme 6

Key Direction	Description of Works	2016-17 budget \$	Responsibility	Quadruple Bottom Line			
				Env	Soc	Eco	Civ
6.2	F10 – Purchase new mulcher WAMI	750,000	Manager Environment and Health				















Operational Projects 2016-17 – Theme 6

Key Direction	Description of Works	Responsibility	Quadruple Bottom Line			
			Env	Soc	Eco	Civ
6.1	Poplars Section 94 Plan	Executive Manager Strategic Planning				
6.1	Preparation of a DCP for Henderson Rd	Executive Manager Strategic Planning				
6.1	Development and implementation of a management plan for E2 land at Poplars	Executive Manager Strategic Planning				
6.1	Investigate preparation of possible planning proposal for 239 Cooma St	Executive Manager Strategic Planning				
6.1	Review of community land plan of management	Executive Manager Strategic Planning				
6.1	Negotiate a local planning agreement/S94 Plan for South Jerrabomberra (Stage 1B)	Executive Manager Strategic Planning				
6.1	Negotiate a local planning agreement/S94 Plan for North Tralee	Executive Manager Strategic Planning				
6.1	Review of the Queanbeyan Section 94 Plan	Executive Manager Strategic Planning				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

6.1	Draft a Section 94A Plan	Executive Manager Strategic Planning				
6.1	Biodiversity Investigation	Executive Manager Strategic Planning				
6.2	Sustainable Building and Design	Director Environmental, Planning and Development				
6.2	Undertake obstacle height limitation investigations	Executive Manager Strategic Planning				
6.2	Energy Efficiency Projects	Manager Environment and Health				
6.2	Energy Management Project	Manager Environment and Health				
6.2	Sustainable Fleet and Transport	Manager Environment and Health				
6.2	Stormwater and Sediment Control	Manager Environment and Health				
6.2	Jerrabomberra Creek Works	Manager Environment and Health				
6.2	Mt Jerrabomberra Works	Manager Environment and Health				
6.2	Continuation of Desilting work and Clean Up – Lake Jerrabomberra	Manager Environment and Health				
6.2	Suburban Wild Cat Patrol	Manager Customer Relations				
6.2	Flood Plan Management	Manager Engineering Services				
6.2	Stringybark Reserve Works	Manager Parks and Recreation				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

6.3	Coordinate the Environmental Expo	Manager Environment and Health				
6.3	Continuation of internal sustainability group	Manager Environment and Health				
6.3	Trees for Cars	Manager Environment and Health				
6.3	Enviro Expo - schools	Manager Environment and Health				
6.3	Platypus Conservation project – Platypus viewing deck ** Reliant on grant funding being obtained	Manager Environment and Health				
6.4	Investigate Water and Sewer to Wickerslack Lane Residents	Manager Water and Sewer				
6.4	Technical Advice on Tralee Water and Sewer	Manager Water and Sewer				
6.5	River rehabilitation and weed control	Manager Environment and Health				

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Ongoing Programs 2016-17 – Theme 6

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
300 - Environmental Health	Environmental Health Operations Sustainability and Environmental reporting Environmental Health chargeable works	872,998	638,665	Manager Environment and Health	
Key Performance Indicators			Target	Less is Better	KPI Type
% of Council's energy generated from renewable sources on site			5%		Lag Indicator
% community events run by Council with Sustainability Initiatives Promoted			100%		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
302 - Director Environment, Planning and Development	Director Environment, Planning and Development	197,611	231,028	Director Environmental, Planning and Development	

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
305 - Environmental Improvement Program	Environmental Improvement Program	275,019	283,866	Manager Environment and Health	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of times scheduled water quality sampling of Queanbeyan River and Jerrabomberra Creek not undertaken			0	Yes	Lead Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
307 - South East Resource Regional Recovery Organisation of Councils	South East Resource Regional Recovery Organisation of Councils	1,371	0	Manager Environment and Health

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
310 - Domestic Waste Management	Operations Garbage collection Recycling collection Clean Up Australia Day Green waste management Rural recycling operations WAMI operations	135,816	135,403	Manager Environment and Health	
Key Performance Indicators			Target	Less is Better	KPI Type
Reduction of quantity of residential waste sent to landfill per capita per annum. (less than 240kgs per capita)			240	Yes	Lag Indicator

Increase in quantity of residential recyclables collected per capita per annum. (more than 80kg per capita)	80		Lag Indicator
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Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
315 - Business Waste Management	Operations Garbage collection Recycling collection	0	0	Manager Environment and Health	
Key Performance Indicators			Target	Less is Better	KPI Type
Increase in number of businesses using recycling services. (1% increase per annum)			1%		Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
325 - Land Use Regulations	Assessment of Development Applications Issuing planning certificates	361,372	500,468	Manager Development Control	
Key Performance Indicators			Target	Less is Better	KPI Type
Median time in calendar days for development applications to be determined.			34 Days	Yes	Lag Indicator
Number of variations granted against the Queanbeyan Local Environmental Plan per annum.			5	Yes	Lag Indicator
Percentage of applications determined within 40 days for works associated with dwellings			60%		Lag Indicator
Percentage of applications determined within 40 days for new dwellings			75%		Lag Indicator
Percentage of applications determined within 40 days for commercial and industrial development			40%		Lag Indicator
Percentage of applications determined within 40 days for other types			55%		Lag Indicator
Percentage of modification applications determined within 40 days.			80%		Lag Indicator
Percentage of applications determined within 40 days for Multi Dwellings			40%		Lag Indicator
% of development applications that have the clock stopped in the assessment process			10	Yes	Lead Indicator
Percentage of planning certificates returned to officer for corrections.			10	Yes	Lead Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
330 - Contestable Services	Contestable Services	(255,000)	(265,000)	Manager Development Control	
Key Performance Indicators			Target	Less is Better	KPI Type
Percentage of construction certificates issued by Council against number of construction consents issued.			55%		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
400 - Conservation	Natural conservation Heritage conservation Heritage Week	106,310	44,800	Executive Manager Strategic Planning	

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
410 - Landuse Planning	Local Planning Regional Planning	706,130	842,550	Executive Manager Strategic Planning	
Key Performance Indicators			Target	Less is Better	KPI Type
Number of community land management plans reviewed annually.			1		Lag Indicator

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer	
510 - Pest and Weed Control	Noxious Weeds Operations	300,151	425,758	Manager Parks and Recreation	
Key Performance Indicators			Target	Less is Better	KPI Type
50% of rural properties inspected annually.			100%		Lag Indicator

Queanbeyan-Palerang Regional Council Operational Plan (former Queanbeyan Council) 2016-17

Program	Functions	2015-16 budget \$	2016-17 budget \$	Responsible Officer
530 - Animal Pound	Animal Control Boarding Kennels	439,526	240,550	Manager Customer Relations

Glossary of terms

Annual Report

Every Council is required to prepare an Annual Report by 30 November each year. The Annual Report provides a financial summary of income and expenditure over the previous financial year as well as an overview of financial performance. The Annual Report also includes information on the performance of Council's services and the outcomes of the Key Performance Indicators shown in the Operational Plan. An abridged version of the Annual Report - the Community Annual Report is prepared and delivered to residents.

Asset Management Planning

Under Integrated Planning and Reporting all councils must prepare an Asset Management Strategy and Asset Management Plan which accounts and plans for all existing assets under their ownership. The Asset Management Strategy must:

- consist of an overarching Asset Management Policy adopted by the Council
- identify assets which are critical to the council's operations
- manage the asset management capability
- manage projected resource requirements and timeframes.

Australian Business Excellence Framework

The Australian Business Excellence Framework (ABEF) is an integrated leadership and management system that describes the elements essential to organisations sustaining high levels of performance. It can be used to assess and improve any aspect of an organisation, including leadership, strategy and planning, people, information and knowledge, safety, service delivery, product quality and bottom-line results.

ADRI (Approach, Deployment, Results, Improvement)

ADRI is a process to undertake a self assessment of a system using the Principles and Items from the Australian Business Excellence Framework as a lens to find the long levers for improvement. By assessing our organisation we discover the strengths we need to keep and the prioritised opportunities for improvement. Self assessment using ADRI enables us to focus our energy on the areas of the system that will improve value most efficiently and effectively; it is not a "one off" event and has been built into the annual planning process so we can continually improve our systems.

Community engagement

Integrated Planning and Reporting requires councils to extend consultation on their activities to include 'community engagement'; this requires a comprehensive approach from councils when talking to their communities about initiatives and activities. Councils are now required to have in place a Community Engagement Strategy which requires them to consider the levels of community engagement they should undertake. These levels are:

Inform: Provide the public with balanced and objective information to help them understand a problem, alternatives, opportunities and/or solutions.

Consult: Obtain public feedback on alternatives and/or decisions.

Involve: Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate: Partner with the public in each aspect of the decision including the development of alternatives and identification of the preferred solution.

Empower: To place final decision making in the hands of the public through its elected representatives.

Community Strategic Plan

The Community Strategic Plan (CSP) is informed by the Queanbeyan Community Vision. The CSP identifies the community's priorities and expectations for the future and strategies to achieve these goals. The CSP must take a 10-year outlook and must address social, environmental, economic and civic leadership issues – or the quadruple bottom line. In order to ensure that the community priorities can be adequately delivered the CSP must be informed by a Resourcing Strategy which consists of a Long Term Financial Plan, an Asset Management Plan and a Workforce Management Strategy.

Delivery Program

The Delivery Program is referred to as the elected Council's contract with the community. The Delivery Program outlines the projects and activities Council will undertake during its elected term to meet the priorities identified in the Community Strategic Plan.

Lead indicator

Lead indicators are used for real time monitoring and include the use of frequent reports, spot checks and regular updates; which means there is still time for corrective action to be made. Lead indicators generally don't have a target, as a target will be developed as data is captured.

Lag indicator

Lag indicators are useful in gauging results but not always timely enough to be effective, results are available only after events have already happened and it is normally no longer possible to make a correction or adjustment.

Operational Plan

The Operational Plan is a sub-plan of the Delivery Program. Whereas the Delivery Program takes a four-year outlook, the Operational Plan is produced annually and highlights a single year of the Delivery Program. The Operational Plan outlines the projects and program to be undertaken in a specific financial year and includes a detailed budget for the financial year.

PDSA – Plan, Do, Study, Act

A key tool of the Australian Business Excellence Framework which assists in the evaluation and improvement of processes. The PDSA process aims to reduce the variability in processes and reduce unnecessary costs in terms of rework, unnecessary checking and non-value adding activities.

Resourcing Strategy

Each council must have a long term Resourcing Strategy to achieve the objectives established by the Community Strategic Plan. The Resourcing Strategy informs the development of the Community Strategic Plan and will be informed by the Community Strategic Plan. The Resourcing Strategy consists of three components:

Long Term Financial Plan

Each council must prepare a Long Term Financial Plan (LTFP) for a minimum of 10 years which is to be updated annually as part of the development of the Operational Plan. The LTFP is a decision-making tool that will enable a council to model different financial scenarios when they are making significant financial decisions. It aims to ensure that councils identify financial issues at an earlier stage and gauge the effect of their proposed activities in the longer term.

Asset Management Plan

Each council must account and plan for all of its existing assets for a minimum of 10 years. Asset Management Strategy and Plans are to be prepared, and will support any new asset solutions proposed in the Community Strategic Plan and Delivery Program.

Workforce Management Strategy

All councils are required to develop a Workforce Management Strategy to address the human resourcing requirements of its Delivery Program. This recognises the importance of having relevant staff available to allow a council to deliver on its commitments. The Workforce Management Strategy must be for a minimum of four years.

System view

System views are mutual agreements between all stakeholders of a system. A system view clearly identifies all stakeholders, the intent/purpose through values, mission and vision, what is being delivered to meet the customer's needs, what processes we use and what products/services we receive from suppliers. By understanding what our customers need and want we travel back through the value adding chain to our processes and identify opportunities for improvement to reduce variability and to continually improve public value ie. increase quality and reduce cost. As we travel further back through the value adding chain we will work with suppliers to continuously improve our relationships and the products/services we receive to feed our value adding processes.

Themes

The Community Strategic Plan 2013-23 identifies six key Themes which the community want to see Council deliver on for the future. These Themes underpin all of Council activities and consist of:

- Theme 1: Image and Influence – Building and image for the future
- Theme 2: Business and Industry – An innovative environment
- Theme 3: Culture and Leisure – Enhancing our lifestyle
- Theme 4: Infrastructure, Access and Transport – Building sustainable foundations
- Theme 5: The Community – Sharing our sense of belonging
- Theme 6: The Environment – Ensuring a sustainable future

Working in and on the system

Working "IN" the system - is the everyday work that we undertake to get the job done ie. completing processes

Working "ON" the system - is taking time out and exploring how we work "IN" the system to identify opportunities for improvements we could implement to increase quality and reduce cost in our processes

Working "ON" the system = increased wellbeing for the organisation and the individual

Part Two

Revenue Policy 2016-17



Revenue Policy (former Queanbeyan Council) 2016-17

Queanbeyan-Palerang Regional Council
256 Crawford St Queanbeyan
PO Box 90 NSW 2620
Phone: 6285 6000
Email: council@qprc.nsw.gov.au
Web: www.qprc.nsw.gov.au
Cover photo: Nearmap

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Revenue Policy (former Queanbeyan Council) 2016-17

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Revenue Policy (former Queanbeyan Council) 2016-17

Queanbeyan City Council Revenue Policy

In accordance with Section 405 (2) of the Local Government Act (LGA) 1993, Council must provide a statement of the Council's Revenue Policy which also incorporates the basis upon which the rates and charges will be made.

Rates and Charges

The basic principle of Council rating is that it represents the process whereby Council recovers the cost of providing its services for land within the Council boundaries. Rates and charges are Council's main source of recurrent income and are used to improve and maintain services and facilities for the community. Ordinary rates are levied on all rateable parcels of land based on independent valuations provided by the Land and Property Information NSW on behalf of the NSW Valuer General. The latest valuation of the land in Queanbeyan occurred recently with a base date of 1 July 2015. These valuations will be used to calculate and levy the 2016-17 ordinary rate.

Rate pegging is determined by the Independent Pricing and Regulatory Tribunal (IPART) each year which sets the maximum general income Council can collect from ordinary rates. General income comprises income from ordinary rates and special rates, but does not include income from waste management charges, water and sewerage service charges or stormwater management charges.

On 4 December 2016, IPART announced that the percentage increase to apply in the 2016-17 financial year would be 1.8%. The rate peg was determined by IPART using a local government cost index and a productivity factor. The Local Government Cost Index (LGCI) increased by 1.78% in the year to September 2015. IPART has a zero adjustment for productivity. This resulted in a rate peg of 1.78% which was rounded to 1.8% for 2016-17.

The general income for the previous year, 2015-16 is increased by 1.8% to determine the total general income yield which can be levied in 2016-17. This does not mean that each individual rate assessment will increase by that percentage, but does mean that Council's total income from ordinary rates cannot exceed this percentage increase.

The notional general income for 2016-17 has been calculated as:

Description	Revenue \$
2015-16 Notional General Income	\$23,913,812
Plus 1.8% approved increase	\$430,449
2016-17 Notional General Income Yield	\$24,344,261

The CityCARE levy (SRV) contributes \$1,295,557 to the total notional income for 2016-17.

Revenue Policy (former Queanbeyan Council) 2016-17

Ordinary rates

Ordinary rates are applied to properties based on independent valuations supplied to the Council on all rateable properties within the Council boundaries by Office of the Valuer General.

All properties in the Queanbeyan Local Government Area were revalued in 2015 by the Valuer General, with valuations increasing by 2.22% overall, with increases of 1.71% in the residential categories, an increase of 18.91% in the farmland category and a decrease of 1.53% in the business categories.

The valuations used in the 2016-17 rating period have a base date of 1 July 2015. Council's total revenue received from ordinary rates does not increase as a result of the general revaluation. The total income from ordinary rates can only increase by the percentage of the rate peg, which is 1.8%. The ordinary rate on individual properties may change at a greater or lesser percentage than the allowed rate peg depending on the percentage change of their valuation when compared to the average change of their relative rate category.

Structure of the ordinary rate

The rating provisions of the LGA allow councils to base their ordinary rates either on a system of minimum rates or base rates. Council has chosen to employ the system of base rates as a means of levying rates on all properties throughout the Council area.

In accordance with Section 497 of the LGA 1993, the structure of the Ordinary Rate must comprise:

- a base amount (i.e. fixed charge required by statute to be no more than 50% of the total amount of the rate)
- an ad valorem component (i.e. a rate levied on the unimproved land value).

Ordinary base amount

Council utilises a system of base amounts in an attempt to overcome community concerns over the perceived inequity of the rate burden if rates were levied solely on land values. The base charge reflects that some of the benefits derived by ratepayers from the provision of Council works and services are shared equally by the community or a particular locality.

The base amount applies equally to all properties within the same rating category. There may be a differential between the base amounts of each rate category, as each category requires different services of Council. For example the Residential Googong base amount may be higher than the Residential Ordinary base amount because of the higher level of infrastructure maintenance required for the parks, sportsgrounds and recreational facilities at Googong Township.

Revenue Policy (former Queanbeyan Council) 2016-17

Ad valorem rate

An ad valorem amount is a variable charge set as a proportion of the unimproved land value (UV) of the rateable property – that is, the value of the property without any buildings, houses or other capital investments.

Council has adopted a system of a base amount to which an ad valorem amount is added. The ad valorem rate is multiplied by the land valuation supplied by the Office of the Valuer General to determine the ad valorem charge.

The ad valorem rate applies to the land value of all rateable land in Council's area within the category or sub-category of the ordinary rate. Council applies a differential ad valorem rate to each rating category and sub-category.

Rating categories and sub-categories

Section 494 of the LGA requires Council to make and levy ordinary rates on all rateable land for the year 2016-17. In accordance with the provisions of section 514 of the LGA, all parcels of rateable land in Council's area have been declared to be within one or other of the following categories:

- Farmland
- Residential
- Business
- Mining

Council has determined the category / sub category for each parcel of rateable land is in accordance with the definitions set out in Sections 515, 516, 517, 518, 519 and 529 of the LGA.

Residential (Section 516 LGA)

Section 516 of the LGA, provides that:

"Land be categorised as 'residential' if it is a parcel of rateable land valued as one assessment and:

- (a) its dominant use is for residential accommodation (otherwise than as a hotel, motel, guest house, backpacker hostel or nursing home) or any other form of residential accommodation (not being a boarding house or a lodging house) prescribed by the regulations, or*
- (b) in the case of vacant land, it is zoned or otherwise designated for use under an environmental planning instrument (with or without development consent) for residential purposes, or*
- (c) it is rural residential land."*

Revenue Policy (former Queanbeyan Council) 2016-17

Farmland (Section 515 LGA)

Section 515 of the LGA provides that: -

“(1) Land is to be categorised as ‘farmland’ if it is a parcel of rateable land valued as one assessment and its dominant use is for farming (that is, the business or industry of grazing, animal feedlots, dairying, pig farming, poultry farming, viticulture, orcharding, beekeeping, horticulture, vegetable growing, the growing of crops of any kind, forestry, oyster farming, or fish farming, within the meaning of the Fisheries Act and Oyster Farms 1935, or any combination of those businesses or industries) which:

(a) has a significant and substantial commercial purpose or character,

(b) is engaged in for the purpose of profit on a continuous or repetitive basis (whether or not a profit is actually made).

(2) Land is not to be categorised as farmland if it is rural residential land.”

Mining (Section 517 LGA)

Section 517 of the LGA provides that: -

*“(1) Land is to be categorised as **mining** if it is a parcel of rateable land valued as one assessment and its dominant use is for a coal mine or metalliferous mine.”*

Business (Section 518 LGA)

Section 518 of the LGA provides that: -

“Land is to be categorised as ‘business’ if it cannot be categorised as ‘farmland’, ‘residential or mining’”.

Rating sub-categories (Section 529 LGA)

In accordance with Section 529 of the LGA, Council will continue to have sub-categories of the ‘Residential Ordinary rating category. These sub-categories are called:

- Residential Urban
- Residential Googong
- Residential Tralee
- Rural Residential.

Each of the Residential sub-categories are declared to be ‘centre of population’ or ‘rural residential’ in accordance with this section of the LGA.

Revenue Policy (former Queanbeyan Council) 2016-17

‘Rural Residential’ is defined within the LGA as:

rural residential land means land that:

- (a) is the site of a dwelling, and*
- (b) is not less than 2 hectares and not more than 40 hectares in area, and*
- (c) is either:*
 - (i) not zoned or otherwise designated for use under an environmental planning instrument, or*
 - (ii) zoned or otherwise designated for use under such an instrument for non-urban purposes, and*
- (d) does not have a significant and substantial commercial purpose or character.*

In accordance with Section 529 of the LGA, Council will continue to have sub-categories of the ‘Business’ rating category. These sub-categories is called:

- Business Queanbeyan CBD.
- Business Industrial
- Business Jerrabomberra
- Business Karabar

Each of Business sub-categories above are declared as a ‘centre of activity’ in accordance with this section of the LGA.

Revenue Policy (former Queanbeyan Council) 2016-17

For 2016-17, Council will levy rates in the following categories and sub-categories:

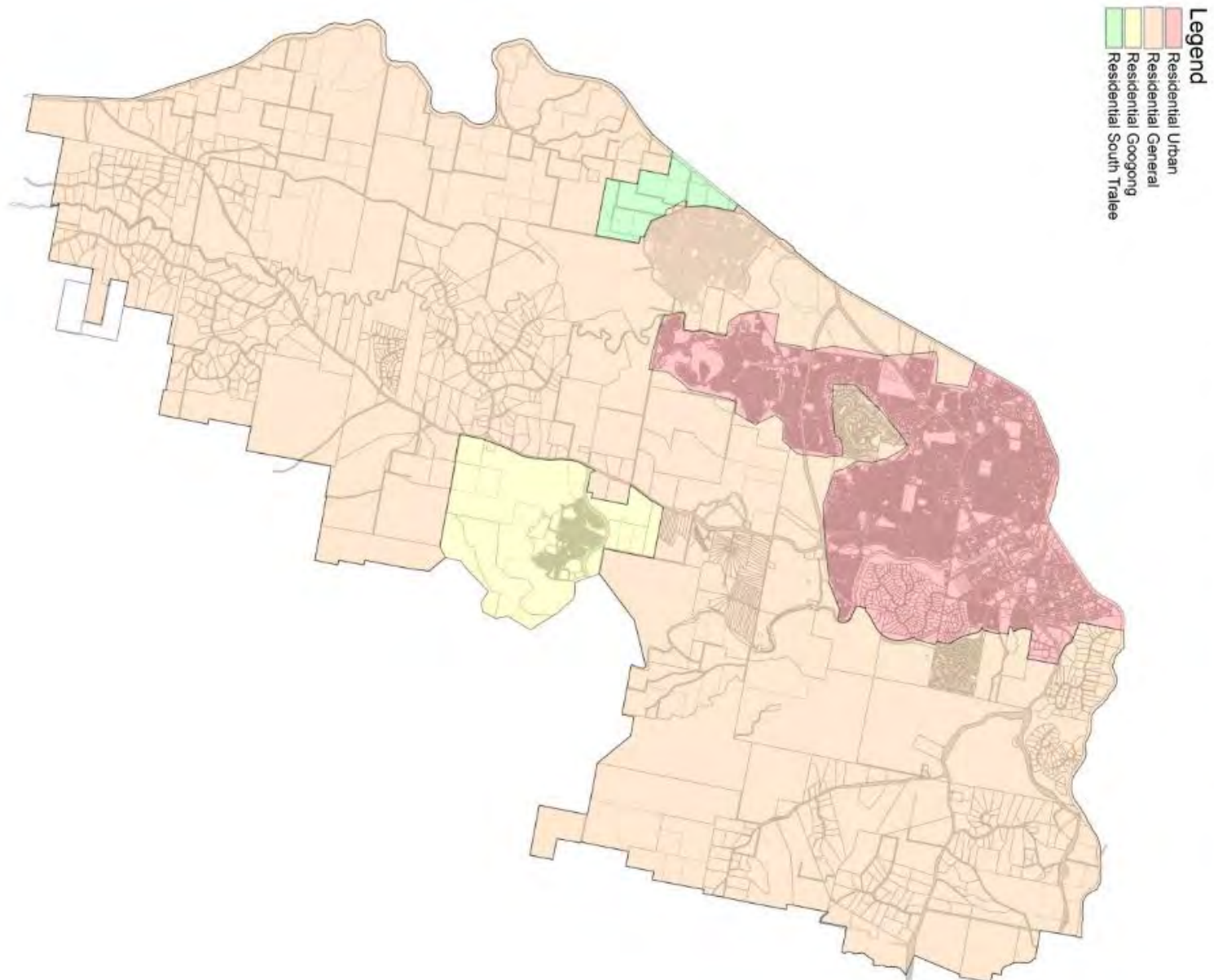
Category	Category	Category	Category
Residential Ordinary	Farmland	Business Ordinary	Mining
Sub-Category		Sub-Category	
Residential Urban		Business Queanbeyan CBD	
Residential Googong		Business Industrial	
Residential Tralee		Business – Jerrabomberra	
Rural Residential		Business – Karabar	
		Business - Googong	

Revenue Policy (former Queanbeyan Council) 2016-17



Revenue Policy (former Queanbeyan Council) 2016-17

Queanbeyan City Council Residential Rates Categories



Revenue Policy (former Queanbeyan Council) 2016-17

Rate pegging

The rate peg is determined by the Independent Pricing and Regulatory Tribunal (IPART) each year and sets the maximum general income NSW councils can collect.

The Rate Peg determines the maximum percentage by which a council may increase its General Income for the year. The Rate Peg to apply to the 2016-17 financial year will be 1.8 %.

General Income comprises income from ordinary rates and special rates. It does not include income from waste management service charges, water and sewerage service charges or storm water management service charges.

Council may request a Special Variation (SV) to General Rate Income greater than the annual rate peg by way of an application to IPART. Should councils merge through the Fit for Future reforms, it is understood a SV will not be considered and only rate pegging will apply to the general rate income for the first four years of transition (i.e. from 2016). It is noted however, IPART is reviewing revenue raising for NSW councils in 2016, and a new approach may apply from 2017.

Revenue Policy (former Queanbeyan Council) 2016-17

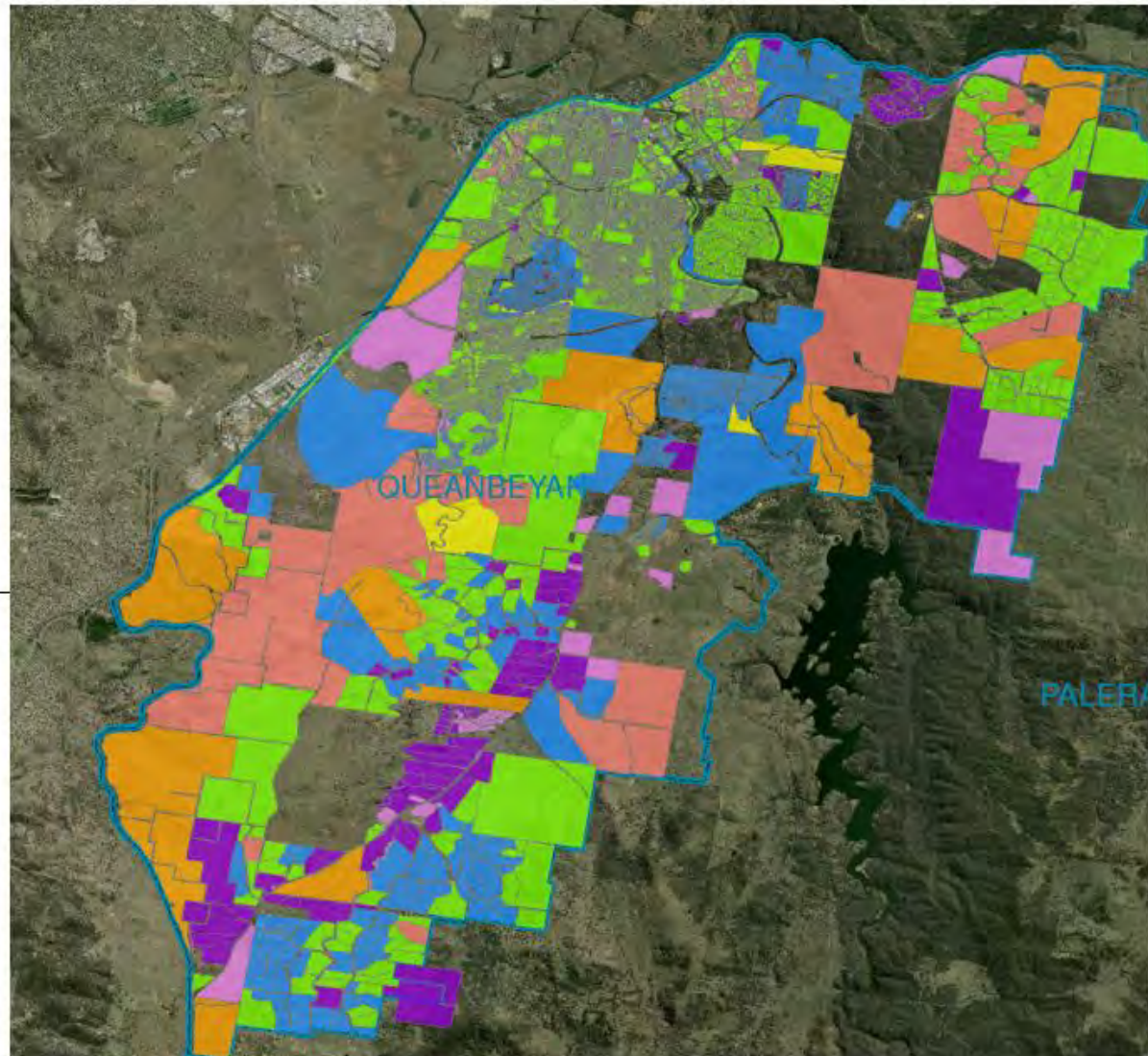
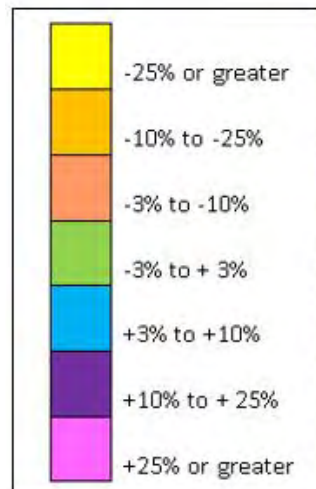
Valuations

Council must make and levy a rate in respect to all parcels of rateable land which have been furnished with a valuation under the Valuation of Land Act. Council does not participate in the valuation of land for rating purposes.

Council will be using valuations with a base date of 1 July 2015 for rating purposes in 2016-17. All property owners in the Council area will have been provided with a valuation of their property from Land and Property Information NSW in January 2016. The valuations are based upon the unimproved land value of the property.

Any appeal against the property valuation should be lodged with

Land and Property Information NSW, Valuation Objections – Customer Service PO Box 143 Bathurst NSW 2795 or by phone on 1800 110 038. Online objection lodgment is also available at www.lpi.nsw.gov.au



Revenue Policy (former Queanbeyan Council) 2016-17

General Rating Information – 2016-17 Rates and Charges

The notional income for 2016-17 totals \$24,344,261 and equates to an overall rate increase of 1.8%. This is comprised of the approved IPART rate pegging increase of 1.8%. Council will continue to utilise a base rate structure (introduced 2010-11) to calculate general rates. The rates to apply to each rating category are shown below:

Rating Sub-Category	Number of Assessments - March 2016	Ad Valorem Rate	Base Amount \$	Land Value 2012 base date	Ad Valorem Amount	Base Amount	% base	Notional Income	Average Rate	% Revenue
Residential – Ordinary	224	0.14203	468.70	96,114,660	136,512	104,989	43.5%	241,500	1,078	1.0%
Residential – Urban	14,938	0.3748	306.10	3,236,587,636	12,130,730	4,572,522	27.4%	16,703,252	1,118	68.6%
Residential – Googong	876	0.4723	377.50	206,894,100	977,161	330,690	25.3%	1,307,851	1,493	5.4%
Residential – Tralee	0	0.4723	377.50	0	0	0	0	0	0	0.0%
Rural Residential	509	0.14203	468.70	242,613,000	344,583	238,568	6.0%	583,152	1,146	2.4%
Farmland	51	0.08705	815.90	142,397,200	123,957	41,611	25.1%	165,568	3,246	0.7%
Mining	0	1.3147	414.80	0	0	0	0	0	0	0%
Business - General	123	1.3147	414.80	64,241,950	1,3147	51,020	5.7%	895,609	7,281	3.7%
Business - CBD	144	1.7542	615.70	78,332,420	1,374,107	88,920	6.1%	1,463,027	10,160	6.0%
Business - Industrial	792	0.7536	415.90	327,803,432	2,470,327	329,393	11.8%	2,799,719	3,535	11.5%
Business - Regional	11	2.1228	501.20	8,435,500	179,069	5,513	3.0%	184,582	16,416	0.8%
Business – Karabar	0	2.1228	501.20	0	0	0	0	0	0	0%
Business - Jerrabomberra	0	2.1228	501.20	0	0	0	0	0	0	0%
Business - Googong	0	2.1228	501.20	0	0	0	0	0	0	0%
Notional General Income Yield								24,344,261		100.0%

Pensioner Rebates and Hardship

In accordance with Section 575(3) (a) of the LGA 1993, Council must provide a rate reduction of 50% of the amount of the rate levy, to a maximum rebate for combined rate and domestic waste management charges of \$250.00, \$87.50 for water charges and \$87.50 for sewerage charges. The NSW Government reimburses Council for 55% of the rebate and Council funds the remaining 45%.

In 2010-11 Council effected an order under Section 577 of the LGA to extend the rebate to all eligible pensioner by a further \$40 which is funded entirely by Council to cover those eligible pensioners affected by the special rate variation for the CityCARE levy. The estimated pension rebate for general and waste in 2016-17 is \$703,658. This equates to approx. 2.89% of Council's Rate Income.

Revenue Policy (former Queanbeyan Council) 2016-17

Payment by Instalments

Ratepayers may continue to pay their rates and charges in four quarterly instalments as follows for the 2016-17 rating year:

Instalment	Issued by Date	Due Date
First	31 July 2016	31 August 2016
Second	30 October 2016	30 November 2016
Third	28 January 2017	28 February 2017
Fourth	30 April 2017	31 May 2017

Council is required to forward instalment notices at least 30 days prior to each of these due dates.

During the year, in accordance with the LGA, a supplementary rate levy may be issued which may affect the amount of rates and charges levied on some parcels of land. The rates and charges are apportioned over the remaining instalments due after the supplementary levy is applied. In an attempt to alleviate hardship that may arise in this situation, consideration will be given to the formulation of an agreement with the ratepayer pursuant to Section 564 of the LGA for the payment of rates and charges and the waiving of interest penalties if the agreement is adhered to.

Charges on Overdue Rates

Interest accrues on a daily basis on rates and charges that remain unpaid after they become due and payable. Council will apply the maximum interest allowable under Section 566(3) of the LGA as determined by the Minister in each year. In accordance with section 566(3) of the Act, it the Minister has determined that the maximum rate of interest payable on overdue rates and charges for the 2016-17 rating year will be 8.0%

Non-Rateability (Sections 555 & 556 LGA)

All land is deemed to be rateable unless it is exempt from rates under the provisions of Sections 555 and 556 of the LGA.

Revenue Policy (former Queanbeyan Council) 2016-17

Statement of Charges to be Levied

In accordance with Sections 496, 496A, and 501 of the LGA, Council will levy annual fixed charges to each parcel of land for the following services, provided or proposed to be provided:

- Water
- Sewerage
- Domestic Waste Management
- Non Domestic Waste Management
- Storm water Management

In accordance with Section 502 of the LGA, Council will levy charges for actual use for the following services:

- Water
- Sewerage
- Liquid Trade Waste

Water, sewerage and waste management charges relating to non-rateable properties will be charged in accordance with Sections 496, 501 and 502 of the LGA. For the purpose of charging these non-rateable properties that actually use these services, the charges to be applied are the same as those charged against rateable properties as these charges are representative of use.

Water and sewer access and usage charges were independently reviewed by Aither in 2016 to:

- assess compliance with NSW Office of Water's Best Practice Management of Water Supply and Sewerage Guidelines
- set a pricing path that would recover the revenues required to operate, maintain and renew infrastructure over a longer term planning cycle
- identify suitable pricing signals to influence consumption behaviours
- to be affordable, including in line with industry benchmarks.

Revenue Policy (former Queanbeyan Council) 2016-17

Water Annual Charges - Potable

Water charges are levied under the provisions of the LGA to collect revenue from the property owners who actually benefit from the availability or use of Council's water supply and comprise:

- Residential and Non Residential properties that are connected to a Council water supply system and supplied with water from that system.
- Vacant land which is situated within 225 metres of a Council water main, and is able to be connected to Council's water supply, whether or not the property is actually connected to that water supply.

Council's water pricing structure for 2016-17 will be the combination of an annual access charge, and a *usage* charge based on per kilolitre consumption in accordance with the [Best Practice Management of Water Supply and Sewerage Guidelines](#). The water *usage* charges are based on a single variable charge.

Annual fixed charges for residential and non-residential properties are charged depending on the size of the water meter connection to the property and the number of water services available to the property.

To properly reflect the load a water meter connection places on the system, fixed annual charges are proportional to the size of the customer's water supply service. This is in accordance with the NSW Office of Water's "Best Practice Management of Water Supply and Sewerage Service Guidelines"

The formula used to derive annual water fixed charges based on the connection size is:-

$$WF = WF20 \times (D^2/400)$$

Where:	WF	=	Customer's Annual Water Fixed Charge (\$)
	WF20	=	Annual Water Fixed Charge for a 20mm diameter water supply service connection (\$)
	D	=	Diameter of water supply service (mm)

Council purchases its water from Icon Water.

As at 1 July 2016, Council will be implementing the water access charges in accordance with the [Best Practice Management of Water Supply and Sewerage Guidelines](#). Whilst there is no increase for residential access charges, other non-residential access charges may fluctuate as a result of compliance to the Guidelines.

Revenue Policy (former Queanbeyan Council) 2016-17

A fixed water access charge is levied on all units or dual occupancy properties (whether strata title or not) as provided under Best-Practice Management of Water Supply and Sewerage Guidelines. Where a property has more than one separate occupancy (e.g. a granny flat) an additional 20mm access charge will be levied per occupancy. Meter access charges are under review by Council's Rates and Charges Advisory Committee. The review will be finalised prior to Council adopted the Operational Plan and Revenue Policy in June 2016.

Land that is vacant with no existing premise connected to the Council water supply will be charged equivalent to the 20mm Water Access Charge.

Meter Size	Annual Charge 2015-16	Annual Charge 2016-17	% Change	No of Assess - March 2016	Projected Income 2016-17
20mm	\$417	\$251	-40%	17,178	\$4,311,678
25mm	\$417	\$392	-6%	816	\$319,872
32mm	\$901	\$642	-29%	48	\$30,816
40mm	\$1,806	\$1,003	-44%	244	\$244,732
50mm	\$2,250	\$1,568	-30%	62	\$97,216
65mm	\$2,514	\$2,649	5%	0	\$0
80mm	\$2,777	\$4,013	45%	20	\$80,260
100mm	\$3,524	\$6,271	78%	4	\$25,084
				18,372	\$5,109,658
Less Projected Council Rebates					\$153,322
					\$4,956,336

As seen in the table on the right, many of the water access charges are decreasing in 2016-17. As shown later in the document, many sewer access charges will be increasing. Therefore it is important to compare these in terms of the overall bill charged. The table on page 26 shows the impact on total bills.

It should be noted that all properties with a 100mm water meter are Council-owned properties. The customers with a 80mm connection include some motels and NSW Government-owned properties. In placing these charges on exhibition, Council has requested that its Rates and Charges Advisory Committee investigate and report back to Council at its 8 June workshop and 22 June meeting on the options available to provide a transition mechanism to assist non-residential customers significantly affected by the proposed changes.

Access charges are levied for each water supply system available to a property. For instance, Googong residents are levied an access charge for the potable and an additional access charge for the recycled water supply systems separately, as both systems require maintenance and are subject to different operational costs.

Land which is exempt from the payment of ordinary rates (pursuant to Sections 555 or 556 LGA) will be levied water fixed charges as the charge is limited to the cost of providing the service to the land (Section 503(2)).

Revenue Policy (former Queanbeyan Council) 2016-17

Individual metering - units

[Best-Practice Management of Water Supply and Sewerage Guidelines](#) require that all new units are to be metered and billed separately. For strata units prior to 2007 consumption generally is billed directly to the body corporate unless Council is otherwise authorised by the body corporate. Council has a policy of encouraging existing strata units to retrofit water meters and thus provide equity to ratepayers in payment of water usage charges.

Water Meter Size Replacement Fee

Queanbeyan City Council adopted the Water Meter Size Reassessment Policy (WMSR) in 2015. The purpose of the policy is:

“To ensure that fees and charges for water meters reflect the demand that individual properties place on the local water system,”

The WMSR recognises that the meter currently installed at some non-residential properties may not reflect their current water requirements. Where this occurs and does not trigger a requirement for the preparation of a development application for change of use under the provisions of Part 4 of the Environmental Planning and Assessment Act 1979, the WMSR process enables owners to apply for a reassessment of the size of the water meter connected to their property. If this assessment process identifies the need for preparation of a Development Application this will be discussed with the applicant prior to determination of an assessment under the WMSR process. This ensures that the fees associated with water meter size are fairly charged to the property in accordance with Council’s pricing policies.

Properties where a reassessment may result in a change in meter size are likely to be:

- Located in areas zoned industrial within the city: Where the character of the activity operating from the property has changed.
- Have a current water meter size of 32mm or larger.
- Have a service from the main to the meter of 32mm or less.
- Have consistently low quarterly water consumption levels: Low water consumption is considered to be less than the average household quarterly use for a property in Queanbeyan which is currently 44Kls or less each quarter.

A change in meter size can only occur:

- Where the change in water meter size has no adverse impact on Council’s water system or neighbouring properties.
- Where firefighting requirements can be satisfied with a smaller water service.

The charges for the Water Meter Size Reassessment are tabled below:

Water Meter Size Reassessment	
Application fee (to commence the reassessment)	\$150
Subject to the assessment results the following fees may be <i>applied</i> :	
Installation of new water meter	Full replacement cost to owner
Interim water and sewer access charges	At 50% of existing water meter access fee

The Water Meter Size Reassessment interim charges are applied to both Water and Sewer Access charges.

Revenue Policy (former Queanbeyan Council) 2016-17

Water Usage Charges - Potable water

A charge will be raised in accordance with Section 502 of the LGA for the use of the water supply service on a quarterly basis on the usage recorded through the water meter or meters connected to the property. Water usage will be charged at a single variable rate of \$3.72 per kl for 2016-17 and will be raised on a quarterly basis as follows:

Type Per quarter	Consumption charge 2015- 16	Consumption charge 2016- 17	% change	Billable kilolitres consumed	Projected income 2016-17
First Tier 0-44kls	\$2.97	\$3.72	25%	2,765,561	\$10,287,887
Second Tier >44kls	\$4.56	\$3.72	-18%	1,124,700	\$4,183,884
				3,890,261	\$14,471,771

Council adopted recommendations from the Rates and Charges Advisory Committee to consolidate water usage into a one tier approach. This approach is agrees with the principles of the National Water Initiative and the NSW Office of Water Pricing Information Sheet 4.

Properties which are exempt from rates under Section 555 or 556 of the LGA, will be charged at a single variable rate set at \$3.72 per kilolitre for 2016-17 for all water used.

Revenue Policy (former Queanbeyan Council) 2016-17

Sewerage Access Charges

Sewerage charges are levied under the provisions of Section 501 of the LGA to collect revenue from property owners who actually benefit from the availability or use of a Council sewerage system and comprise:-

- Residential and non-residential properties that are connected to a Council sewer mains.
- Vacant land situated within 75 metres of a Council sewer main and is able to be connected to Council's sewerage supply, whether or not the property is actually connected to that sewerage supply.

In accordance with NSW Office of Water's [Best-Practice Management of Water Supply and Sewerage Guidelines](#), Council's sewerage pricing structure consists of a uniform annual sewerage fixed charge for residential properties and a two-component pricing structure for non-residential properties comprising of a fixed annual charge proportional to the size of the water supply service connected to the property and a usage charge multiplied by a Sewer Discharge Factor (SDF) based on the type of business activity undertaken on the property.

Meter Size	Access Charge 2015-16	Access Charge 2016-17	% Change	No of Assess - March 2016	Projected Income 2016-17
20mm	\$533	\$643	21%	15,295	\$9,834,685
Vacant Land	\$347	\$418	20%	720	\$300,960
25mm	\$432	\$1,005	133%	861	\$865,305
32mm	\$942	\$1,646	75%	39	\$64,194
40mm	\$1,885	\$2,572	36%	266	\$684,152
50mm	\$2,349	\$4,019	71%	61	\$245,159
65mm	\$2,576	\$6,792	164%	0	\$0
80mm	\$2,803	\$10,288	267%	17	\$174,896
100mm	\$3,681	\$16,075	337%	2	\$32,150
				17,261	\$12,201,501
				Less Rebates Projected	152,449
					\$12,049,052

Revenue Policy (former Queanbeyan Council) 2016-17

A sewer fixed charge is levied on all units or dual occupancy properties (whether strata title or not) as provided under [Best-Practice Management of Water Supply and Sewerage Guidelines](#). Where a property has more than one, separate occupancy (e.g. a granny flat) an additional 20mm access charge will be levied per occupancy.

Meter access charges are under review by Council's Rates and Charges Advisory Committee. The review will be finalised prior to Council adopted the Operational Plan and Revenue Policy in June 2016.

Land that is vacant with no existing premise connected to the council sewer system will be charged equivalent to 65% of the Sewer Access Charge for a 20mm connection.

Properties which are not separately metered, and all Strata Title units will be charged a Sewerage Access Charge equivalent to that of a property with a 20mm water connection.

As seen in the table above, many of the sewer access charges are increasing in 2016-17. As shown earlier in the document, many water access charges will be decreasing. Therefore it is important to compare these in terms of the overall bill charged. The table on page 26 shows the impact on total bills.

It should be noted that all properties with a 100mm water meter are Council-owned properties. The customers with an 80mm connection include some motels and NSW Government-owned properties. In placing these charges on exhibition, Council has requested that its Rates and Charges Advisory Committee investigate and report back to Council at its 8 June workshop and 22 June meeting on the options available to provide a transition mechanism to assist non-residential customers significantly affected by the proposed changes.

Revenue Policy (former Queanbeyan Council) 2016-17

Sewerage Usage Charges (Section 502 of the LGA)

A Sewerage Discharge Factor (SDF) applies to all non-residential sewerage infrastructure users. The SDF is applied to the total water usage for properties and reflects the typical load properties place on the sewerage system.

The SDF is the ratio of all wastewater discharged from a premises to the sewerage system to the total water consumption expressed as a percentage.

SDF for non-residential properties are determined by the type of activity undertaken on the property and are calculated as defined in the NSW Office of Water, Liquid Trade Waste Regulation Guidelines April 2009.

Sewerage Usage Charges for non-residential properties are calculated by applying the business category SDF to the sewerage usage charge of \$1.11 per kl for 2016-17 and are raised to cover the sewerage treatment costs.

Category	Sewerage Discharge Factor	Charge 2015-16	Charge 2016-17	% Change
Non Residential	90%	\$1.07	\$1.11	4%
Concrete Batching/Nursery	10%	\$1.07	\$1.11	4%
Golf Course/Bowling Green	5%	\$1.07	\$1.11	4%
Laundromat/Hotel	100%	\$1.07	\$1.11	4%

Revenue Policy (former Queanbeyan Council) 2016-17

Water Fixed Charges – Recycled Water

Water access charges are levied under the provisions of Section 501 of the LGA to collect revenue from the property owners who actually benefit from the availability or use of Council's water supply and comprise of:

- Residential and Non Residential properties that are connected to a Council water supply system and supplied with water from that system.
- Vacant land which is situated within 225 metres of a Council water main, and is able to be connected to Council's water supply, whether or not the property is actually connected to that water supply.

As part of the Googong development, Council will operate and maintain the Recycled Water Plant. The recycled water system is a separate system from the potable water system. Therefore Council must maintain duplicate infrastructure for recycled water infrastructure and will occur different operational costs from the Potable system.

Meter Size	Access Charge 2015-16	Access Charge 2016-17	% Change	No of Assess - March 2016	Projected Income 2016-17
20mm Recycled	\$417	\$251	-40%	873	\$219,123.00
25mm Recycled	\$417	\$392	-6%	0	\$0
32mm Recycled	\$901	\$642	-29%	0	\$0
40mm Recycled	\$1,806	\$1,003	-44%	0	\$0
50mm Recycled	\$2,250	\$1,568	-30%	0	\$0
65mm Recycled	\$2,514	\$2,649	5%	0	\$0
80mm Recycled	\$2,777	\$4,013	45%	0	\$0
100mm Recycled	\$3,524	\$6,271	78%	0	\$0
				873	\$219,123
				Less Projected Council Rebates	\$0
					\$219,123

Revenue Policy (former Queanbeyan Council) 2016-17

Water Usage Charges - Recycled Water

To promote water conservation, the pricing of recycled water has been calculated at the rate of 5% below the potable water price. A charge will be raised for the use of the recycled water supply service on a quarterly basis based on the usage recorded through the water meter or meters servicing each property.

Properties which are exempt from rates under Section 555 or 556 of the LGA, will be charged at a single variable rate set at \$3.53 per kilolitre for 2016-17 for all water used.

Type	Consumption charge 2015-16	Consumption charge 2016-17	% Change	Billable Kilolitres Consumed	Projected Income 2016-17
First Tier 0-44kls	\$2.82	\$3.53	25%	9,837	\$34,764
Second Tier >44kls	\$4.33	\$3.53	-18%	4,463	\$15,754
				14,300	\$50,518

Bill analysis – 2015-16 charges versus proposed charges

2015-16 charges					Proposed 2016-17 charges				Pedestal offset	Difference for customer
Meter size	Water access	Sewer access	Consumption charges	Total bill	Water access	Sewer access	Consumption charges	Total bill		
20mm (residential)	\$417	\$533	\$1,011	\$1,961	\$251	\$643	\$996	\$1,890		\$71
20mm	\$417	\$533	\$392	\$1,342	\$251	\$643	\$474	\$1,367		-\$25
25mm	\$417	\$432	\$803	\$1,652	\$392	\$1,005	\$826	\$2,223		-\$571
32mm	\$901	\$942	\$2,772	\$4,615	\$642	\$1,646	\$2,433	\$4,721		-\$106
40mm	\$1,806	\$1,885	\$1,569	\$5,260	\$1,003	\$2,572	\$1,451	\$5,027		\$236
50mm	\$2,250	\$2,349	\$9,406	\$14,005	\$1,568	\$4,019	\$7,844	\$13,431	\$1,125	\$1,699
65mm	\$2,514	\$2,576	N/A	\$5,090	\$2,649	\$6,792	N/A	\$9,441		-\$4,351
80mm	\$2,777	\$2,803	\$23,311	\$28,891	\$4,013	\$10,288	\$19,188	\$33,489	\$1,125	-\$3,473
100mm	\$3,524	\$3,681	\$71,580	\$78,580	\$6,271	\$16,075	\$58,565	\$80,911		-\$2,126

Revenue Policy (former Queanbeyan Council) 2016-17

Liquid Trade Waste Charges

“Liquid Trade Waste means all liquid waste other than sewage of a domestic nature.”

Under the [Best-Practice Management of Water Supply and Sewerage Guidelines](#), liquid trade waste pricing requires appropriate annual trade waste fees and user charges for all liquid trade waste dischargers. Local Water Utilities (LWU) must issue a trade waste approval to each liquid trade waste discharger connected to the sewerage system, and must annually inspect the premises of each discharger

Liquid trade waste dischargers have a Trade Waste Discharge Factor (TWDF) added to their Sewerage Discharge Factor (SDF) to determine their total sewerage usage charge. Similar to the SDF factors, the TWDF factors have been determined using category of business guidelines set by the NSW Office of Water.

The trade waste usage charge for non-residential properties is therefore calculated by applying the business category TWDF against the liquid trade waste usage charge of \$2.32 per kilolitre.

Usage charges will apply to Category 2 and 3 liquid trade waste dischargers and charges will be calculated as defined in NSW Office of Water, Liquid Trade Waste Regulation Guidelines April 2009.

If a liquid trade waste discharger fails to comply with Council’s approval conditions by creating liquid waste which is not pre-treated and is likely to cause damage to the environment or an extra load on Council’s Sewage Treatment Plant, they will be subject to a non-compliance charge.

Revenue Policy (former Queanbeyan Council) 2016-17

The annual trade waste fees to apply for the 2016-17 financial year are shown below and have increased to reflect the actual cost of treating the liquid trade waste. The annual trade waste charge is added to Rates and Charges while the usage charge is shown on the Water Usage section of the rate account and is raised on a quarterly basis.

Business category	Annual Trade Waste Charge 2015-16	Annual Trade Waste Charge 2016-17	Trade Waste Discharge Factor	Liquid Trade Waste Usage rate 2015-16	Liquid Trade Waste Usage rate 2016-17	% Change
Category 1 - complying	\$120	\$120	N/A	N/A	N/A	N/A
Category 1 - non-complying			** As per Liquid Trade Waste Regulation Guidelines 2009	\$2.32 per kilolitre	\$2.32 per kilolitre	0%
Category 2 - complying	\$120	\$120	** As per Liquid Trade Waste Regulation Guidelines 2009	\$2.32 per kilolitre	\$2.32 per kilolitre	0%
Category 2 - non complying			** As per Liquid Trade Waste Regulation Guidelines 2009	\$19.71 per kilolitre	\$19.71 per kilolitre	0%
Category 3	\$780	\$780	** As per Liquid Trade Waste Regulation Guidelines 2009	As stated in Liquid Trade Water Excess Mass charges	As stated in Liquid Trade Water Excess Mass charges	0%

** Liquid Trade Waste Regulation Guidelines 2009 issued by the NSW Office of Water - <http://www.water.nsw.gov.au/Urban-water/Country-Towns-Program/Best-practice-management/Liquid-trade-waste/Liquid-trade-waste/default.aspx>

Water and Sewerage Dividend

Section 409 (6) of the Act enables Council to declare a dividend from the water and sewerage businesses. At this time no dividend is proposed for 2016-17 from either business.

Revenue Policy (former Queanbeyan Council) 2016-17

Domestic Waste Management

In accordance with Section 496 of the LGA, Council must make and levy an annual charge for the provision of domestic waste management services for each parcel of rateable land for which the service is available.

Where an urban domestic waste collection service is available but not used by a customer, that customer will be charged a single standard domestic waste collection service applicable for that type of property. Vacant properties (i.e. properties without a dwelling) within the urban domestic waste collection service area will be charged a vacant domestic waste charge.

Council's annual charge for domestic waste management services applies to each occupied residential unit which includes dwellings and each separate occupancy in any flat, townhouse, duplex, dual occupancy, or similar type multi-unit residential development, including non-rateable residential premises. It does not include service for a secondary dwelling (as defined in the Environmental Planning and Assessment Act 1979) which are charged as an optional additional service.

Queanbeyan residents have access to drop-off facilities at the Waste Minimisation Centre (WAMI) for green waste and recyclables generated at domestic premises as well as the opportunity to deposit hazardous waste (up to 20 litres per type) once a year in a central location. Businesses may also use this collection (by prior arrangement with Council), but will be charged at the commercial rate for their type of waste.

Type	Domestic Waste Charge 2015-16	Domestic Waste Charge 2016-17	% Change	Number of services	Projected Income 2016-17
DW1 Domestic Waste 140L garbage, 240L recycling and 240L green waste	\$295	\$300	2%	11895	\$3,568,500
DW2 Domestic Waste 240L garbage, 240L recycling and 240L green waste	\$393	\$399	2%	1343	\$535,857
DW3 Additional Domestic 140L garbage	\$136	\$139	2%	59	\$8,201
DW4 Additional Domestic 240L garbage	\$166	\$169	2%	17	\$2,873
DW5 Additional Domestic 240L green waste	\$74	\$76	3%	39	\$2,964
DW6 Additional Domestic 240L recycling	\$74	\$76	3%	57	\$4,332
DW7 Multi Unit Shared service 240L garbage, 240L recycling	\$268	\$273	2%	3078	\$840,294
DW8 Multi unit Shared service including shared greenwaste (requested by body corporate)	\$295	\$300	2%	92	\$27,600

Revenue Policy (former Queanbeyan Council) 2016-17

Type	Domestic Waste Charge 2015-16	Domestic Waste Charge 2016-17	% Change	Number of services	Projected Income 2016-17
DW9 Multi unit Shared Service additional greenwaste (requested by body corporate)	\$74	\$76	3%	115	\$8,740
DW10 Vacant Domestic Waste Charge	\$35	\$36	3%	400	\$14,400
DW11 Rural Waste Availability Charge for occupied premises outside of the urban Domestic Waste Collection areas	\$43	\$44	2%	330	\$14,520
DW12 Units with shared recycling, individual 140L garbage, booked cleanup	\$268	\$273	2%	154	\$42,042
DW13 Units with individual 140L garbage , recycling and greenwaste services and scheduled cleanup services	\$295	\$300	2%	27	\$8,100
DW14 360L recycling bin upsize charge	\$21.50	\$22	2%	79	\$1,738
DW 15 Rural Waste Collection - Optional fortnightly 240L garbage and 240L recycling per annum	\$320	\$325	2%	216	\$70,200
DW17 Rural Waste Collection - Optional fortnightly 240L recycling only per annum	\$162	\$165	2%	36	\$5,940
DW21 Rural waste Collection - Additional 240L garbage bin collected fortnightly	\$151	\$154	2%	5	\$770
DW22 Rural Waste Collection - Additional 240L recycling bin collected fortnightly	\$116	\$118	2%	2	\$236
				17,118	\$5,157,307
				Less Rebate	\$109,444
					\$5,047,863

Revenue Policy (former Queanbeyan Council) 2016-17

Individual Servicing (DW1 and DW2)

The charge is based on the cost of providing the service. The charge reflects the reasonable operating and planning costs in providing the following services:

- weekly collection, removal and disposal of waste in either a 140L (DW1) or 240L (DW2) mobile garbage bin (MGB)
- fortnightly collection and removal of 240L bin of household recyclables
- fortnightly collection and removal of 240L bin of green waste
- collection and removal of clean up rubbish (up to one trailer load per collection) from the property on two occasions in each financial year.

Additional Domestic Waste Services (DW3-DW6 and DW14)

These charges are for additional bins requested by the owner of the premises for garbage, recycling and greenwaste. Charges are based on each additional bin provided. An owner may order any number of additional bins.

Shared Servicing - Where Bins Are Shared By Two Or More Units At Those Premises (DW7 – DW9)

The charge is based on the cost of providing the service. The charge per unit reflects the reasonable operating and planning costs of servicing the premises. The charge is levied on a per unit basis with a service being shared between two or more units in any multi-unit premises. The charge includes the provision of the following services:

- Weekly collection, removal and disposal of household waste generated at the multiunit premises.
- Fortnightly collection and removal of household recyclables generated at the multiunit premises.
- Fortnightly collection and removal of household green waste generated at the multiunit premises where requested by body corporate (DW8 and DW9 only).
- Fortnightly collection and removal of household green waste generated at the multiunit premises where requested by body corporate (shared bins - DW9 only).
- collection and removal of clean up rubbish (up to one trailer load per collection) from the property on two occasions in each financial year.

Revenue Policy (former Queanbeyan Council) 2016-17

Shared/Individual Servicing (DW12-DW13)

The charge is based on the cost of providing the service. The charge per unit reflects the reasonable operating and planning costs in providing the following services:

- Weekly collection, removal and disposal of waste in a 140L MGB (bins provided to individual units)
- Fortnightly collection and removal of household recyclables generated at the multiunit premises (shared 240L MGB)
- Collection and removal of clean up rubbish (up to one trailer load per collection) from the property on two occasions in each financial year.
- DW13 - collection and removal of clean up rubbish (up to one trailer load per collection) from the property on two scheduled days in each financial year

Vacant Domestic Waste Charge (DW10)

Vacant Properties (i.e. properties without a dwelling) within the urban domestic waste collection service area will be charged a Vacant Domestic Waste Charge.

Rural Waste Availability Charge (DW11)

Where a rural domestic waste collection service is available but not used by the customer, that customer will be charged a single 'Rural Waste Availability Charge'.

The charge is based on the cost of providing the service to each rateable property in rural areas which do not otherwise receive Council's kerbside/roadside collection service. The charge reflects the reasonable operating and planning costs in providing the following services:

- collection and removal of clean up rubbish from centralised collection sites in rural areas on two scheduled occasions each year.

Vacant rural land is exempt from this charge.

Rural Domestic Waste Collection Service (DW15 and DW17)

The charge is based on the cost of providing the service. The charge reflects the reasonable operating and planning costs in providing the following services which are available to rural residential properties at the request of the owner:

- fortnightly collection and removal of 240L garbage and/or 240L recycling bin
- collection and removal of clean up rubbish from centralised collection sites in rural areas on two scheduled occasions each year

Additional Services (DW21 and DW22)

These charges are for additional waste services requested by the rural property owners for waste and recycling. Charges are based on each additional service provided. An owner may order any number of additional services.

Revenue Policy (former Queanbeyan Council) 2016-17

Business Waste Management

In accordance with Section 501 of the LGA, Council will charge an annual Waste Management Charge for all non-domestic customers provided with a collection service.

Council recognises that many businesses operate private waste removal services because of the nature of their manufacturing or business processes. In these premises Council's waste service is not required. However, Council incurs costs in the administration and provision of the waste and recycling bins in business premises. As a result, Council imposes a mandatory charge for the availability of the service and an optional charge if the owner chooses to actually have a waste or recycling bin collected from the premises.

Waste Availability Charge BW1

Council's Non-Residential Waste Availability Charge is applied to each parcel of land which is occupied for predominantly for non-residential purposes. The charge will apply to ratable properties and those properties which are exempt from rates under Section 555 and 556 of the LGA which are occupied for non-residential purposes, regardless of whether they utilise Council's Waste Management Services. It covers Council's administrative costs of operating the Business Waste Management Program, access to the WAMI and advice and educational services such as ACTSmart and the School Waste Education Program.

Where a property (other than a non-rateable property), includes both a commercial and residential component, the following charges shall be made:

- A BW1 waste availability charge; and
- A business waste charge if the service is utilised; and
- A separate mandatory domestic waste and recycling charge for each residential dwelling at the same site. (the type of DW charge at the discretion of the Waste Minimisation Coordinator, depending on the nature of the site)

Examples of such premises include a shop with a dwelling at the rear or upstairs, a premises incorporating shop top housing, a caretakers unit in an industrial area.

Where a non-rateable premises includes both a business (as described in the dot points above) and residential component the premises will be charged a BW1 charge, a business waste charge if service utilised and a separate mandatory domestic waste charge for each residential dwelling at the same site (includes retirement villages).

Revenue Policy (former Queanbeyan Council) 2016-17

Optional Business Waste Services (BW2, BW4, BW8)

In accordance with Section 501 of the LGA, Council will charge an annual Waste Management Charge for all nondomestic customers provided with a collection service. All optional business waste services are based on the cost of providing the service. The charges reflect the reasonable administrative, operating and planning costs of providing the following services:

- Weekly collection, removal and disposal of up to 240L of light commercial/office waste (BW2)
- Fortnightly collection and removal of up to 240L of light commercial/office recyclables (BW4)
- Fortnightly collection and removal of up to 240L of green waste only where the contractor agrees to service those premises. (BW8)
- Access to the ACT Smart business and office recycling program
- Access to School Waste Education Program (schools only)

Type	Business Waste Charge 2015-16	Business Waste Charge 2016-17	% Change	Number of services March 2016	Projected Income 2016-17
BW1 waste availability charge	\$86	\$88	2%	750	\$66,000
BW2 for each 240L garbage bin	\$227	\$234	3%	1,203	\$281,502
BW4 for each 240L recycling bin	\$81	\$84	4%	727	\$61,068
BW8 for each 240L greenwaste bin	\$81	\$84	4%	52	\$4,368
				2,732	\$412,938

General Waste Rules and Definitions

Replacement of Council's Waste, Garden Organics and Recycling Bins

Bins issued by Council remain the property of Council and must remain at the premises to which they have been issued. Any damage that Council considers is not usual wear and tear or damage that is a result of third party damage due to the resident or business not retrieving their bin after collection, will require the rate payer to pay the replacement cost as specified in Council's fees and charges.

Lost and Stolen Bins

In the event that the bin has been stolen or considered lost, Council will investigate the matter. If Council determines the loss of the bin is due to one of the following:

- the resident or business not retrieving their bin after collection
- not storing the bins securely
- Bins that go missing between a change of tenancy or ownership.

The occupier/ratepayer/managing agent will be charged for the cost of replacement bins as specified in fees and charges. The decision to replace the bin is at the discretion of the Council.

Revenue Policy (former Queanbeyan Council) 2016-17

Stormwater Management Services Charge

In accordance with Section 496A of the Local Government Act 1993 Council will charge a 'Stormwater Management Service Charge' against rateable properties for which the service is available. Council has identified the residential and business properties that are within Council's urban stormwater catchment areas that will be levied this charge for the 2016-17 financial year.

Properties categorised as Residential (Not being Strata Titled)

A flat charge of \$20.00 for a Stormwater Management Service Charge is to be charged against each eligible assessment categorised as Residential within the urban stormwater catchment. This charge is uniform across all urban catchment areas to minimise administration costs. An amount of \$25.00 is the current upper charge limit for urban residential land stipulated in clause 125AA of the Local Government (General) Regulation 2005. For 2016-17 Council has decided to charge less than the limit specified in the Regulation.

Properties categorised as Residential (Strata Units)

The cost of managing stormwater runoff from impervious surfaces is usually substantially less per residential strata lot than per standard residential property... It is for this reason that a flat charge of \$12.50 for a Stormwater Management Service Charge is to be levied against each eligible residential strata unit within the urban stormwater catchment. This charge is uniform across all urban catchment areas to minimise administration costs.

Properties categorised as Business (Not being Strata Titled)

A Stormwater Management Service Charge is to be charged against each eligible assessment (not being strata titled) categorised as business within the urban stormwater catchment area based on the total area of the assessment. A charge of \$20.00, plus an additional \$20.00 for each 350 square metres or part thereof by which the area of the parcel of land exceeds 350 square metres. The criteria for charging business properties by using property areas has been recommended using the guidelines provided by the Division of Local Government, Department of Premier and Cabinet.

Scenario 1 – Business Strata Units Only

If the strata complex contains only business properties (i.e. not mixed development) the charge per strata unit will be calculated by using a charge of \$20.00 per 350m² of the land area occupied by the strata scheme (or part thereof), proportioned by the unit entitlement of each lot in the strata scheme. In the event that this approach results in charge of less than \$12.50 per unit, a minimum charge of \$12.50 will be levied on each strata unit.

This method of charging is consistent with the methodology used to charge non-strata titled business properties.

Revenue Policy (former Queanbeyan Council) 2016-17

Scenario 2 – Business and Residential Strata Units (Mixed Development)

If the strata complex contains mixed development (i.e. properties rated as both business and residential) the dominant rating category of the total parcel of land, using data provided by the Valuer General, must be determined and charges will apply for Business strata units or Residential strata units as previously adopted. In the event that a mixed development is 50% residential and 50% business, Council has the discretion to determine whether to charge the property as a residential or business property.

Urban Land Exempt from the Stormwater Management Service Charge

The same exemptions that apply to non-rateable properties for other rates and charges also apply in respect of the stormwater management service charge pursuant to the Local Government Act. In addition, the following properties are also exempted from this charge under the provisions:-

- Rateable land owned by the Crown.
- Rateable land under a lease for private purposes granted under the Housing Act 2001 or the Aboriginal Housing Act 1998.
- Vacant Land.

Councils are also not to levy the charge on properties where they do not provide a stormwater management service.

The map of the stormwater urban district is shown on the right.

Type	Stormwater Levy 2015-16	Stormwater Levy 2016-17	\$ Change	No. Assessments/ Units	Projected Income 2016-17
Residential	\$20	\$20	\$0	9,454	\$189,080
Residential - strata/flats	\$12.50	\$12.50	\$0	5,194	\$64,295
Business Premise (per 350m2)	\$20	\$20	\$0	4,326	\$86,520
Business strata units (per 350m2)	\$12.50	\$12.50	\$0	227	\$2,837
				19,201	\$342,732



Revenue Policy (former Queanbeyan Council) 2016-17

Borrowing Policy

Council has no planned borrowings for 2016-17. Any borrowings subsequently proposed during 2016-17 by the Council will be subject to public exhibition.

Pricing Policy

Council's pricing policy generally supports the cost recovery philosophy. It recognises people's ability to pay and balances an expectation that some services will be cross subsidised from rates for the common good of the community.

Pricing will:

- Explore cost recovery opportunities.
- Pursue value for money by providing effective and efficient service.
- Balance rates and grants against other funding sources.
- Manage financial risk in a volatile climate.
- Ensure that debt financing is limited to works of a capital nature and that the total debt is limited to ensure long-term financial stability.
- Develop pricing structures that can be administered simply and cheaply and be understood by the public.
- Develop pricing structures that reflect real life-cycle and environmental costs
- Recognise pricing encourages or discourages consumer use and behaviours

Fees and charges in general (not including statutory fees, fees set by management committees, fees assessed by the community services such as respite care) will be increased generally by C.P.I.

For amounts between \$0.00 and \$10.00 will be rounded to the nearest 50c. Amounts between \$10.00 and \$50.00 are to be rounded to the nearest dollar. Amounts over \$50.00 are rounded to the nearest \$5.00 (there may be a variations in these rounding calculations). Where GST applies to the fee amounts will be rounded up to the next 10c.

Fees and charges are listed in a document available on the website and for inspection at council offices.

Developer Contributions for roads/water/sewer have been increased by the relevant index or other means nominated in the relevant contribution plan.

Rentals or leases are to be increased to the maximum allowed under the terms of each individual lease.

The Local Government Council Fixed Penalty Handbook lists a number of penalties relating to various Acts and Regulations. Council reserves the right to apply these as appropriate to the offence. Penalties are not all individually listed

Revenue Policy (former Queanbeyan Council) 2016-17

Council's pricing policy with respect to the fees and charges it makes has to take into account the greatest good to the community as well as market pressures. The pricing philosophy is designed to meet the needs of the community in that, whilst it is generally one of market pricing, it is flexible enough to provide for community service obligations. The market pricing philosophy can sometimes be incorrectly perceived as just passing on excessive costs to ratepayers. The real effect of the philosophy is a strong discipline on Council to bring its costs and prices into line with market rates. The effect is to promote cost efficiencies throughout all of Council's operations for the benefit of the community. In this respect, Council has developed five pricing types to meet operational requirement as follows:

1. Subsidised or Community Services Obligation

To provide facilities, services or goods for members of the community who may not be able to afford full cost recovery, or the market rate for them. These may be covered by cross subsidisation (use of general revenue) or by specific purpose funding. This pricing policy is applied when either (a) it is known that the customers are unable to pay but should nonetheless have access to the services on social justice ground, or (b) it is impractical to start collecting more given the historical development of the facility, service or good.

2. Cost Recovery

To provide facilities, services or goods for customers at the actual cost of providing them where the cost is less than market rates. This pricing policy is applied when it is known that customers are willing and able to meet cost recovery, but it is viewed as inappropriate for a public authority to seek to profit from it.

3. Market

To provide facilities, services or goods for customers at a price that enables Council to make a profit or to reduce losses of the services to keep them financially viable.

4. Deterrent

To provide for fines to deter customers from misusing a facility or service, or to encourage them to comply with a law, regulation or policy. This pricing policy is applied when the object is not primarily financial but rather educative or punitive.

5 Determined by Legislation

The price is set by legislation (usually State Government legislation) and Council does not have the opportunity to vary the cost. Not all costs have been advised for 2016-17. The fees and charges currently default to the 2015-16 charge and will be updated when Council is advised of any changes for 2016-17.

Part Three

Delivery Plan 2014 – 2017

Operational Plan 2016-17

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Delivery Plan

The rolling four (4) year Delivery Program sets out a program of Strategies for Council to undertake across the full range of Council's operations. It includes performance measures to monitor our success and a detailed financial plan for the period.

The Delivery Program directly addresses the seven Key Focus Areas, which have been colour coded throughout the document so readers can quickly identify each area:

- Natural Environment (FA1)
- Local Economy (FA2)
- Community & Culture (FA3)
- Rural and Urban Development (FA4)
- Recreation and Open Space (FA5)
- Infrastructure and Transport (FA6)
- Local Government and Finance (FA7)

The 2016/17 year represents the final financial year of the four year (2014-2017) Delivery Plan. While the Delivery Plan term officially completes in 2016/17, council has presented financial results for 5 years to 2017/18 on the basis of the requirements identified within the Community Strategic Plan. A newly elected Council will be reviewing and setting a revised Delivery Plan during 2017/18.

Operational Plan

The Operational Plan supports the Delivery Program. It outlines in more detail the Actions that Council will undertake for each financial year to address the Delivery Program and allocates the resources necessary to achieve the Actions.

Organisational responsibilities are allocated for achieving the 1 Year Actions. It also sets the Performance Measures to ensure we can measure progress towards the Strategies and ultimately progress towards meeting our community priorities.

Also included are the annual budget, capital works program and the fees and charges, as well as other financial details which help to present Council's financial position.

Delivery and Operational Plan Budget

Council's key objective when managing its financial resources is to remain financially sustainable. Council's budget needs to demonstrate our long term capacity to deliver the Strategic Objectives in the Community Strategic Plan, Delivery Program and Operational Plan, while remaining financially sustainable. Financial sustainability is achieved when service and infrastructure levels are delivered according to a long term plan without the need to significantly increase rates or significantly reduce services.

While the short term financial capacity of the Council is considered sound and the Operational Plan Budget for 2016/17 has been set to meet the requirements of the Delivery Plan, there are some indications that council is not earning sufficient revenue to maintain current service levels and assets over the long term. This is because the current levels of depreciation indicate that Council's assets are depreciating at a rate that is not matched by what Council is funding for their replacement. This tells us that we need to be putting more Council funds into reserves for replacing our assets that is, more roads resealing, stormwater pipes replacement, replacing old water mains and renewing sewer mains.

As our current path is not sustainable in the longer term, future year budgets will require intervention to ensure Council's long term sustainability should Palarang continue as a stand-alone Council. This will involve a combination of different actions to reduce the cost of service delivery, increase revenue including a special rate variation (SRV), reducing services, organisational constraint, resource sharing and changes to existing policies. This is why Council is continuing to implement the Australian Business Excellence Framework and to address the Fit for the Future guidelines, as both will help identify opportunities for business process improvements which will ultimately lead to potential savings and improved community satisfaction with services.



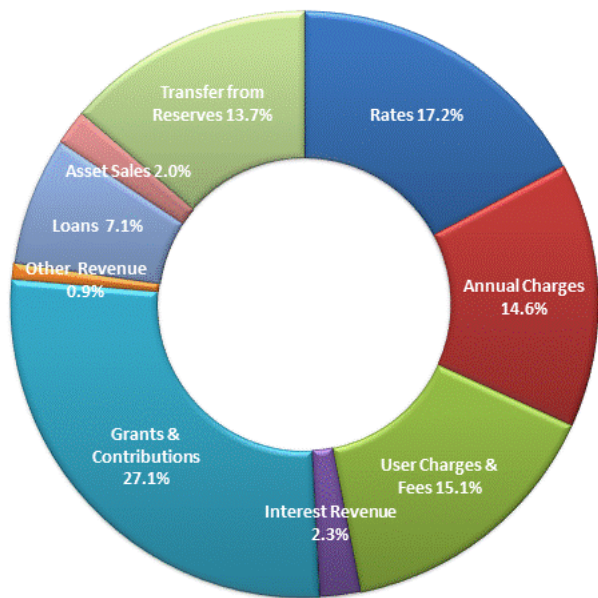
Four Year Consolidated Budget

The table below provides a consolidated budget summary (includes all funds: general, water, sewerage and waste) for Council's Delivery Plan term, presenting both a Net Operating result position including both cash and non cash items, reconciled back to a cash movement position or funded result.

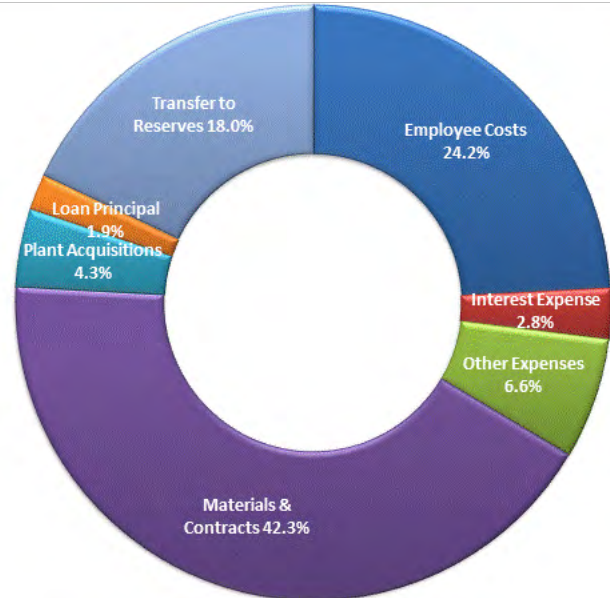
Consolidated Council Result Account Description	Delivery Program Term				FY1 2017/18
	Prior Year 2	Prior Year 1	Current Year	Proposed	
	2013/14	2014/15	2015/16	2016/17	
Income					
Rates & Annual Charges	\$14,032,016	\$14,669,807	\$15,312,597	\$16,000,142	\$16,650,790
User Charges & Fees	\$5,368,180	\$7,873,992	\$8,285,654	\$7,611,085	\$7,740,769
Interest	\$1,377,829	\$1,299,725	\$1,002,975	\$1,135,169	\$1,153,070
Other Revenues	\$319,543	\$415,959	\$440,738	\$456,345	\$399,734
Operating Grants & Contributions	\$6,208,504	\$6,517,411	\$6,416,188	\$7,479,954	\$5,797,218
Capital Grants & Contributions	\$3,910,816	\$6,373,183	\$5,818,690	\$5,947,261	\$7,340,469
Contributions - Operating	\$0	\$245,248	\$223,116	\$223,116	\$228,694
Gain or Loss on Disposal	\$85,000	\$85,000	\$85,000	(\$164,596)	\$0
Total Income	\$31,301,888	\$37,480,325	\$37,584,958	\$38,688,476	\$39,310,744
Expenses					
Employee Costs	\$9,584,241	\$10,163,081	\$10,747,152	\$11,426,729	\$11,933,468
Borrowing Costs	\$1,368,649	\$1,635,482	\$1,662,893	\$1,458,660	\$1,439,496
Depreciation & Amortisation	\$8,424,208	\$8,613,889	\$8,949,355	\$7,041,012	\$7,268,185
Other Expenses	\$3,252,772	\$3,832,614	\$2,971,521	\$3,312,826	\$3,391,100
Materials & Contracts	\$6,499,386	\$9,494,002	\$9,915,070	\$9,056,178	\$9,159,545
Total Expenses	\$29,129,256	\$33,739,068	\$34,245,991	\$32,295,405	\$33,191,795
Net Operating Surplus/(Deficit)	\$2,172,632	\$3,741,257	\$3,338,967	\$6,393,071	\$6,118,949
Capital Expenditure					
Employee Costs	\$979,973	\$735,391	\$720,937	\$746,933	\$137,475
Other Expenses	\$29,500	\$0	\$0	\$0	\$0
Materials & Contracts	\$11,212,408	\$13,749,083	\$10,354,199	\$12,219,253	\$7,256,277
Plant Acquisitions	\$1,925,000	\$2,150,000	\$2,150,000	\$2,150,000	\$2,000,000
Total Capital Expenditure	\$14,146,881	\$16,634,474	\$13,225,136	\$15,116,186	\$9,393,752
Capital Funding/Movements					
Loan Funding	\$4,580,000	\$4,800,000	\$710,000	\$3,560,000	\$1,500,000
Asset Sales	\$745,000	\$500,000	\$500,000	\$996,000	\$500,000
Loan Repayments	(\$703,145)	(\$838,538)	(\$952,641)	(\$972,053)	(\$1,157,972)
Transfers from Reserves	\$5,808,983	\$8,123,466	\$8,402,966	\$6,892,887	\$4,994,518
Transfers to Reserves	(\$6,960,525)	(\$8,373,437)	(\$7,777,354)	(\$9,030,458)	(\$9,877,139)
Total Capital Funding/Movements	\$3,470,313	\$4,211,491	\$882,970	\$1,446,375	(\$4,040,593)
Less: Non Cash	(\$8,503,937)	(\$8,681,726)	(\$9,003,199)	(\$7,276,739)	(\$7,323,296)
Net Funded Surplus/(Deficit)	\$0	\$0	\$0	\$0	\$7,900

Source and Application of Funds

Source of funds – ‘where we get our money from’



Application of funds – ‘what we spend our money on’



Operational Budgets by Function

This financial table displays a more detailed view of where Council is allocating funds across key functional service areas for the term of the Delivery Plan. The result of this table will reconcile to the 'Net Operating Result' displayed in the Four Year Consolidated Program Budget and simply presents all operating expenses and income (including non cash items like depreciation) specifically excluding the detailed Capital Works Program which is shown in the preceding section.

Description	Delivery Program Term											
	2013/14			2014/15			2015/16			2016/2017		
	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result
Governance	\$0	\$314,892	(\$314,892)	\$0	\$697,279	(\$697,279)	\$0	\$713,921	(\$713,921)	\$0	\$860,826	(\$860,826)
Administration	\$350	\$896,009	(\$895,659)	\$306	\$626,030	(\$625,725)	\$300	\$436,585	(\$436,285)	\$600	\$490,188	(\$489,588)
Records Management	\$0	\$161,098	(\$161,098)	\$0	\$251,348	(\$251,348)	\$0	\$259,661	(\$259,661)	\$0	\$241,203	(\$241,203)
Library	\$71,400	\$296,284	(\$224,884)	\$73,500	\$273,566	(\$200,066)	\$70,800	\$287,565	(\$216,765)	\$75,800	\$314,982	(\$239,182)
Customer Services	\$0	\$514,845	(\$514,845)	\$0	\$481,103	(\$481,103)	\$0	\$491,762	(\$491,762)	\$0	\$519,626	(\$519,626)
Community Services	\$2,430	\$88,471	(\$86,041)	\$2,464	\$87,471	(\$85,007)	\$2,053	\$63,500	(\$61,447)	\$2,053	\$97,500	(\$95,447)
Organisational & Risk Management	\$50,000	\$1,023,138	(\$973,138)	\$55,000	\$1,001,692	(\$946,692)	\$55,000	\$1,034,015	(\$979,015)	\$34,000	\$1,070,437	(\$1,036,437)
Employment Overheads	\$0	(\$51,398)	\$51,398	\$75,000	(\$381,173)	\$456,173	\$70,000	(\$464,769)	\$534,769	\$68,000	(\$61,300)	\$129,300
Information Technology	\$24,000	\$1,060,776	(\$1,036,776)	\$49,781	\$1,143,214	(\$1,093,433)	\$49,781	\$1,349,674	(\$1,299,893)	\$612	\$1,601,148	(\$1,600,536)
Emergency Services	\$454,604	\$791,964	(\$337,360)	\$430,283	\$812,331	(\$382,047)	\$513,269	\$818,850	(\$305,581)	\$450,734	\$823,305	(\$372,571)
Finance	\$10,579,292	\$426,695	\$10,152,597	\$10,903,271	\$741,488	\$10,161,783	\$11,017,613	\$245,300	\$10,772,313	\$11,334,815	\$162,821	\$11,171,994
Infrastructure & Asset Management	\$0	\$361,609	(\$361,609)	\$0	\$372,648	(\$372,648)	\$0	\$383,027	(\$383,027)	\$0	\$307,405	(\$307,405)
Business Activities - General	\$74,800	\$74,800	\$0	\$74,800	\$74,800	\$0	\$74,800	\$74,800	\$0	\$19,800	\$19,800	\$0
Business Activities - State Rds	\$3,035,002	\$2,985,002	\$50,000	\$5,084,999	\$5,284,999	(\$200,000)	\$5,184,999	\$5,384,999	(\$200,000)	\$3,614,253	\$3,614,253	(\$0)

Description	Delivery Program Term											
	2013/14			2014/15			2015/16			2016/2017		
	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result
Business Activities - Property	\$48,564	\$8,949	\$39,615	\$69,521	\$17,898	\$51,623	\$49,900	\$16,995	\$32,905	(\$210,656)	\$10,416	(\$221,072)
Showground	\$4,500	\$4,500	\$0	\$4,671	\$4,671	\$0	\$4,671	\$4,671	\$0	\$4,671	\$4,671	\$0
Heritage	\$5,000	\$15,000	(\$10,000)	\$5,000	\$20,000	(\$15,000)	\$5,000	\$20,000	(\$15,000)	\$5,000	\$20,000	(\$15,000)
Development & Building Control	\$839,500	\$984,749	(\$145,249)	\$851,500	\$951,923	(\$100,423)	\$896,500	\$986,488	(\$89,988)	\$968,100	\$1,054,764	(\$86,664)
Environmental Services	\$105,750	\$254,180	(\$148,430)	\$63,500	\$294,555	(\$231,055)	\$63,500	\$301,538	(\$238,038)	\$50,000	\$316,894	(\$266,894)
Strategic Planning	\$82,096	\$457,461	(\$375,365)	\$63,508	\$358,458	(\$294,950)	\$57,778	\$375,614	(\$317,836)	\$119,548	\$491,669	(\$372,121)
Noxious Weeds	\$723,522	\$975,065	(\$251,543)	\$740,000	\$1,094,355	(\$354,355)	\$173,339	\$536,158	(\$362,819)	\$394,934	\$770,102	(\$375,168)
Enforcement & Regulation	\$10,196	\$90,171	(\$79,975)	\$11,949	\$92,244	(\$80,295)	\$12,150	\$93,193	(\$81,043)	\$850	\$94,870	(\$94,020)
Fleet Management	\$279,883	(\$546,563)	\$826,446	\$310,364	(\$720,517)	\$1,030,882	\$355,326	(\$285,270)	\$640,596	\$338,826	(\$144,641)	\$483,467
Water Supply	\$2,527,339	\$1,910,364	\$616,975	\$2,946,962	\$2,143,839	\$803,123	\$2,733,455	\$2,258,635	\$474,820	\$3,205,885	\$2,511,916	\$693,970
Sewerage Services	\$3,095,072	\$2,493,670	\$601,402	\$3,559,090	\$2,551,221	\$1,007,869	\$3,275,027	\$2,634,291	\$640,735	\$3,905,264	\$2,861,275	\$1,043,989
Council Buildings & Halls	\$22,501	\$395,380	(\$372,879)	\$22,837	\$402,492	(\$379,655)	\$166,898	\$592,240	(\$425,342)	\$267,000	\$595,912	(\$328,912)
Depot	\$0	\$182,173	(\$182,173)	\$0	\$186,363	(\$186,363)	\$0	\$213,034	(\$213,034)	\$0	\$217,124	(\$217,124)
Saleyards	\$114,855	\$106,106	\$8,749	\$119,219	\$110,358	\$8,861	\$122,681	\$116,892	\$5,790	\$191,600	\$140,496	\$51,104
Drainage	\$44,265	\$126,546	(\$82,281)	\$67,726	\$145,607	(\$77,881)	\$30,569	\$136,272	(\$105,703)	\$46,771	\$150,004	(\$103,233)
Flood Management	\$80,000	\$120,000	(\$40,000)	\$52,000	\$78,000	(\$26,000)	\$60,000	\$90,000	(\$30,000)	\$206,667	\$310,000	(\$103,333)
Public Privies	\$0	\$221,522	(\$221,522)	\$0	\$226,617	(\$226,617)	\$0	\$226,584	(\$226,584)	\$0	\$231,707	(\$231,707)
Cemeteries	\$47,812	\$82,057	(\$34,245)	\$44,263	\$83,945	(\$39,681)	\$45,500	\$85,351	(\$39,851)	\$51,000	\$86,890	(\$35,890)
Domestic Waste Management	\$674,366	\$558,452	\$115,914	\$718,000	\$651,768	\$66,232	\$909,919	\$902,707	\$7,212	\$990,886	\$933,759	\$57,128
Waste Management	\$2,679,799	\$1,884,455	\$795,344	\$3,117,052	\$2,849,311	\$267,740	\$3,257,048	\$3,519,310	(\$262,261)	\$4,144,766	\$3,361,435	\$783,331
Swimming Pools	\$44,247	\$287,886	(\$243,639)	\$47,724	\$295,503	(\$247,779)	\$48,000	\$303,930	(\$255,930)	\$59,000	\$307,921	(\$248,921)

Description	Delivery Program Term											
	2013/14			2014/15			2015/16			2016/2017		
	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result
Parks & Reserves	\$575,250	\$452,887	\$122,364	\$864,247	\$463,927	\$400,321	\$1,019,941	\$476,906	\$543,035	\$248,133	\$470,945	(\$222,812)
Regional Roads	\$1,704,751	\$2,105,326	(\$400,575)	\$2,635,223	\$2,189,078	\$446,145	\$3,042,776	\$2,165,254	\$877,522	\$3,848,491	\$1,850,520	\$1,997,971
Local Roads	\$3,300,743	\$6,966,886	(\$3,666,143)	\$3,962,314	\$7,259,646	(\$3,297,332)	\$3,984,249	\$7,118,364	(\$3,134,115)	\$4,021,359	\$5,269,199	(\$1,247,840)
Car Parks	\$0	\$47,853	(\$47,853)	\$0	\$42,974	(\$42,974)	\$0	\$39,013	(\$39,013)	\$0	\$37,897	(\$37,897)
CBRJO - Canberra Region Joint Organisation	\$0	\$0	\$0	\$454,248	\$478,037	(\$23,789)	\$232,116	\$238,931	(\$6,815)	\$229,713	\$277,468	(\$47,755)
Council Operating Result	\$31,301,888	\$29,129,256	\$2,172,632	\$37,480,325	\$33,739,068	\$3,741,257	\$37,584,958	\$34,245,991	\$3,338,967	\$38,688,476	\$32,295,405	\$6,393,071

Capital Works Program

Council's planned Capital Works Program for the term of the Delivery Plan is displayed below by key functional service areas. The table presents the cost of each Project and identifies in which financial year works will commence. The total capital cost of each financial year will reconcile to the 'Total Capital Expenditure' row displayed in the Four Year Consolidated Program Budget.

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
	Library						
1101	Library Braidwood Capital	New	\$21,623	\$19,936	\$20,270	\$20,520	\$22,197
1103	Library Bungendore Capital	New	\$21,623	\$19,936	\$20,270	\$20,520	\$22,141
	Total Library		\$43,246	\$39,872	\$40,540	\$41,040	\$44,338
	Information Technology						
1035	Desktop/Laptop Upgrades	New	\$0	\$0	\$84,000	\$66,000	\$0
1036	Server/Network Upgrades	New	\$0	\$0	\$156,000	\$0	\$0
1037	Printers/Plotters/Photocopiers/Scanners	New	\$0	\$0	\$1,000	\$0	\$0
1042	Lync Capital Project	New	\$0	\$0	\$0	\$0	\$0
1045	RFID Library Capital	New	\$0	\$0	\$7,000	\$0	\$0
1046	Waste Transfer Station IT Capital	New	\$0	\$0	\$2,000	\$0	\$0
1047	Intramaps Upgrade Capital	New	\$0	\$0	\$11,000	\$0	\$0
1052	Computer & I.T.Services Capital	New	\$166,644	\$162,800	\$0	\$0	\$7,500
	Total Information Technology		\$166,644	\$162,800	\$261,000	\$66,000	\$7,500
	Emergency Services						
1406	Fire Control - RFS Capital	Renewal	\$0	\$0	\$55,000	\$40,000	\$70,000
	Total Emergency Services		\$0	\$0	\$55,000	\$40,000	\$70,000
	Business Activities - State Rds						
7555	MR 51 - Pedestrian Crossings Wallace Street	New	\$50,000	\$0	\$0	\$0	\$0
	Total Business Activities - State Rds		\$50,000	\$0	\$0	\$0	\$0
	Business Activities - Property						

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
1934	Asset Sales - Other	Not Applicable	\$0	\$0	\$0	\$17,100	\$0
	Total Business Activities - Property		\$0	\$0	\$0	\$17,100	\$0
	Fleet Management						
1886	Fleet Capital Transactions	New	\$1,925,000	\$2,150,000	\$2,150,000	\$2,150,000	\$2,000,000
	Total Fleet Management		\$1,925,000	\$2,150,000	\$2,150,000	\$2,150,000	\$2,000,000
	Water Supply						
2100	Bung.Water - Connections & Minor Works	Renewal	\$10,892	\$9,692	\$9,692	\$9,692	\$0
2102	Bung.Water - Retic.Mains Upgrade	Renewal	\$300,000	\$300,000	\$300,000	\$0	\$300,000
2117	Bungendore water telemetry upgrade	Renewal	\$0	\$15,000	\$0	\$0	\$50,000
2121	Bungendore Water – 2nd Currandooly Bore	New	\$0	\$0	\$0	\$0	\$160,000
2123	Days Hill reservoir gantry	New	\$0	\$15,000	\$0	\$0	\$0
2124	Turallo Reservoirs roof and gantry	Renewal	\$0	\$170,000	\$0	\$0	\$0
2126	Solar Installations - WTP	New	\$0	\$0	\$150,000	\$125,000	\$0
2128	Bungendore aeration control upgrade	Renewal	\$0	\$0	\$0	\$30,000	\$0
2400	BWD Water - Connections & Minor Works	Renewal	\$11,800	\$3,000	\$3,000	\$3,000	\$0
2404	BWD Water Main Replacement	Renewal	\$700,000	\$0	\$700,000	\$0	\$0
2413	Braidwood water telemetry upgrade	Renewal	\$0	\$0	\$0	\$0	\$50,000
2418	Braidwood Water - New Reservoir	New	\$50,000	\$1,500,000	\$0	\$0	\$0
2419	Braidwood Water – Shoalhaven Pump Station upgrade	Renewal	\$0	\$0	\$0	\$0	\$200,000
2422	BWD Water Services Replacement	Renewal	\$0	\$0	\$0	\$50,000	\$0
2700	CFT Water - Connections & Minor Works	Renewal	\$1,000	\$1,000	\$1,000	\$1,000	\$0
2705	Replace membranes _WTP	Renewal	\$0	\$0	\$65,000	\$0	\$0
2720	Keatings reservoir #1 roofing	Renewal	\$0	\$115,000	\$0	\$0	\$0
2721	Keatings reservoir #2 roofing	Renewal	\$0	\$200,000	\$0	\$0	\$0
2722	Cap Flat Replace Steel Reservoir	Renewal	\$0	\$0	\$500,000	\$0	\$0
	Total Water Supply		\$1,073,692	\$2,328,692	\$1,728,692	\$218,692	\$760,000
	Sewerage Services						

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
3100	BUN Sewer - Connections & Minor Works	Renewal	\$10,000	\$3,705	\$3,705	\$20,000	\$0
3108	BUN Sewer – Refurbish EAT1 and systems	Renewal	\$100,000	\$350,000	\$0	\$0	\$0
3113	BUN Sewer - SPS Upgrading	Renewal	\$400,000	\$0	\$0	\$0	\$0
3117	Bungendore sewerage telemetry upgrade	Renewal	\$0	\$15,000	\$0	\$0	\$0
3123	Solar Installations STP	New	\$0	\$0	\$400,000	\$75,000	\$0
3129	BUN Sewer - SPS#5 refurbishment	Renewal	\$0	\$0	\$0	\$60,000	\$0
3131	BUN Sewer - SPS#2 refurbishment	Renewal	\$0	\$0	\$0	\$25,000	\$0
3132	BUN Sewer - SPS#7 refurbishment	Renewal	\$0	\$0	\$0	\$25,000	\$0
3400	BWD Sewer - Connections & Minor Works	Renewal	\$2,623	\$2,623	\$2,623	\$2,623	\$0
3415	Bwd Sewer – West Braidwood SPS-Reticulation Construction	New	\$400,000	\$0	\$0	\$0	\$0
3417	Braidwood Sewer – Manhole upgrades	Renewal	\$0	\$0	\$0	\$50,000	\$50,000
3700	CFT Sewer - Connections & Minor Works	Renewal	\$1,512	\$1,512	\$1,512	\$1,512	\$0
3704	Captains Flat STP Construction	Renewal	\$100,000	\$0	\$0	\$0	\$1,250,000
	Total Sewerage Services		\$1,014,135	\$372,840	\$407,840	\$259,135	\$1,300,000
	Council Buildings & Halls						
4006	Council Offices Bungendore - Generator	New	\$0	\$0	\$45,000	\$0	\$0
4012	Solar Array (CNCL OFFICE) Constn Bungendore	New	\$0	\$0	\$0	\$60,000	\$0
4013	Bungendore Office vent dampeners	New	\$15,000	\$0	\$0	\$0	\$0
4014	Bungendore Office CSO security screen	New	\$30,000	\$0	\$0	\$0	\$0
4224	Captains Flat RFS Building - Construction	New	\$0	\$0	\$150,000	\$250,000	\$0
	Total Council Buildings & Halls		\$45,000	\$0	\$195,000	\$310,000	\$0
	Depot						
4114	Construct New Braidwood works Depot	New	\$0	\$0	\$0	\$0	\$1,000,000
	Total Depot		\$0	\$0	\$0	\$0	\$1,000,000
	Saleyards						
4311	Saleyards Truckwash Construction	Renewal	\$0	\$600,000	\$0	\$0	\$0
	Total Saleyards		\$0	\$600,000	\$0	\$0	\$0
	Drainage						

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
4410	Drainage - Majara Street (Gibraltar to Malbon)	New	\$0	\$0	\$0	\$0	\$500,000
4411	Drainage - Wallace Street (Lascelles to Flood)	Renewal	\$0	\$0	\$250,000	\$500,000	\$0
4415	Kings Highway Culvert - South Bungendore	New	\$160,000	\$0	\$0	\$0	\$0
4422	South Bungendore Drainage - Ellendon to Molonglo St	New	\$0	\$0	\$0	\$250,000	\$0
	Total Drainage		\$160,000	\$0	\$250,000	\$750,000	\$500,000
	Waste Management						
5102	BUN Trfer.Stn.Resource Recovery Capital	New	\$4,360,000	\$0	\$0	\$0	\$0
5104	Bungendore Landfill Reinstatement	Renewal	\$0	\$600,000	\$50,000	\$500,000	\$0
5105	Macs Reef Landfill Reinstatement	Renewal	\$40,000	\$450,000	\$50,000	\$400,000	\$0
5108	Macs Reef Waste Transfer Station Construction	New	\$1,500,000	\$0	\$0	\$0	\$0
5109	Braidwood Waste Transfer Station Construction	New	\$80,000	\$2,000,000	\$0	\$2,750,000	\$0
5112	Braidwood Landfill Reinstatement	Renewal	\$50,000	\$0	\$0	\$0	\$550,000
5116	Majors Creek Landfill Reinstatement	Renewal	\$0	\$240,000	\$0	\$0	\$237,000
5117	Majors Creek Bin Compound Construction	New	\$0	\$0	\$80,000	\$0	\$80,000
5118	Araluen Landfill Reinstatement	Renewal	\$0	\$240,000	\$0	\$0	\$237,000
5119	Araluen Bin Compound Construction	New	\$0	\$0	\$80,000	\$0	\$80,000
5121	Nerriga Transfer Station Construction	New	\$0	\$0	\$0	\$0	\$50,000
5123	Extra Bin Compounds	New	\$0	\$0	\$80,000	\$0	\$0
	Total Waste Management		\$6,030,000	\$3,530,000	\$340,000	\$3,650,000	\$1,234,000
	Swimming Pools						
5480	C/Flat Pool Repairs	Renewal	\$0	\$0	\$20,000	\$0	\$0
	Total Swimming Pools		\$0	\$0	\$20,000	\$0	\$0
	Parks & Reserves						
5703	Bungendore Oval top dressing	Renewal	\$0	\$0	\$0	\$0	\$25,000
5749	Braidwood Rec Ground Construction	New	\$0	\$1,500,000	\$1,050,000	\$0	\$0
5750	Playing fields Bungendore - Purchase Land	New	\$0	\$0	\$500,000	\$0	\$0
5752	Royalla Common Amenities Building	New	\$0	\$0	\$202,000	\$0	\$0
5753	BungendorePark Masterplan	Renewal	\$0	\$0	\$0	\$11,000	\$0

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
	Total Parks & Reserves		\$0	\$1,500,000	\$1,752,000	\$11,000	\$25,000
	Regional Roads						
6521	RR92 Nerriga Road Routine Capital	Renewal	\$55,000	\$56,595	\$57,727	\$50,000	\$0
6531	RR270 Captains Flat Road Routine Capital	Renewal	\$200,000	\$289,192	\$294,976	\$313,387	\$0
6607	Cooma Rd H/Patch and reseal	Renewal	\$61,000	\$0	\$28,000	\$0	\$0
6612	RR270 Rehabilitation Cockatoo Hill	Renewal	\$530,000	\$0	\$0	\$0	\$0
6618	RR268 Rehabilitation (S94 RA 2015/2000)	Renewal	\$0	\$500,000	\$1,500,000	\$1,500,000	\$0
6620	R2R Macs Reef Hill 5.3 to 6.8 km	Renewal	\$0	\$83,200	\$0	\$0	\$0
6631	Cooma Rd rehab - Hawthorn to Jinglemoney	Renewal	\$0	\$561,900	\$620,914	\$0	\$0
6637	MR92 - St Omers Bridge replacement	Renewal	\$304,250	\$0	\$0	\$0	\$0
6646	MR92 – Durran Durra Safety Improvements	Renewal	\$0	\$900,000	\$0	\$0	\$0
6671	Rehabilitation QCC to Stoney Creek	Renewal	\$0	\$0	\$620,914	\$0	\$0
6672	Rehabilitation near Carwoola Church	Renewal	\$0	\$0	\$590,000	\$0	\$0
6678	MR92 16/17 RRRP Rehab at Black Bobs Creek	Renewal	\$0	\$0	\$0	\$568,000	\$32,000
6679	MR270 17/18 RRRP Rehab Molonglo Rv Dr to Douglas Cl	Renewal	\$0	\$0	\$0	\$0	\$600,000
6682	MR92 16/17 R2R Const and seal Grants Rd toward Charleyong	New	\$0	\$0	\$0	\$2,048,495	\$0
	Total Regional Roads		\$1,150,250	\$2,390,887	\$3,712,531	\$4,479,882	\$632,000
	Local Roads						
7056	Local Roads Routine Capital	Renewal	\$1,078,411	\$1,108,056	\$1,830,033	\$1,193,337	\$600,000
7098	Generic Road Rehabilitation projects	Renewal	\$0	\$0	\$0	\$600,000	\$600,000
7099	Generic R2R projects	Renewal	\$0	\$0	\$0	\$0	\$620,914
7108	Tudor Valley Rd. Impts. (S94 Funds)	Renewal	\$0	\$0	\$35,000	\$0	\$0
7358	Taylors Creek Road (Windfarm Project)	New	\$0	\$0	\$57,500	\$0	\$0
7397	Park Lane Reconstruction	Renewal	\$0	\$200,000	\$0	\$0	\$0
7411	Bungendore Road Reconstruction	Renewal	\$0	\$595,000	\$0	\$0	\$0
7552	Norton Road Rehab (MR52 to Fernloff Rd)	Renewal	\$850,504	\$0	\$0	\$0	\$0
7553	Butmaroo Street seal	Renewal	\$300,000	\$0	\$0	\$0	\$0
7554	Shared Pathway (TYL to Malbon Street)	New	\$260,000	\$0	\$0	\$0	\$0

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
7558	Euradux Rd Resheet	Renewal	\$0	\$0	\$40,000	\$0	\$0
7574	Joe Rocks Road sealing	New	\$0	\$136,327	\$0	\$0	\$0
7575	Williamsdale Road – Burra Creek Crossing	New	\$0	\$950,000	\$100,000	\$0	\$0
7576	Lascelles St Reconstruction	Renewal	\$0	\$170,000	\$250,000	\$0	\$0
7577	Saleyard Lane Construction	New	\$0	\$200,000	\$0	\$0	\$0
7597	Malbon Street Shoulders (AC)	Renewal	\$0	\$0	\$0	\$500,000	\$0
	Total Local Roads		\$2,488,914	\$3,359,383	\$2,312,533	\$2,293,337	\$1,820,914
	Car Parks						
7500	Car Parks Construction	New	\$0	\$200,000	\$0	\$830,000	\$0
	Total Car Parks		\$0	\$200,000	\$0	\$830,000	\$0
	Total Capital Program		\$14,146,881	\$16,634,474	\$13,225,136	\$15,116,186	\$9,393,752
	Capital Funding Sources						
	User Charges & Fees		(\$37,827)	(\$21,532)	(\$21,532)	(\$37,827)	\$0
	Operating Grants & Contributions		(\$1,086,250)	(\$1,102,787)	(\$1,766,531)	(\$2,571,549)	(\$833,914)
	Capital Grants & Contributions		(\$548,000)	(\$1,863,000)	(\$1,453,000)	(\$677,000)	(\$489,000)
	Loan Funding		(\$4,580,000)	(\$4,800,000)	(\$710,000)	(\$3,560,000)	(\$1,500,000)
	Asset Sales		(\$745,000)	(\$500,000)	(\$500,000)	(\$996,000)	(\$500,000)
	Transfers from Reserves		(\$5,472,644)	(\$6,633,726)	(\$6,974,396)	(\$5,920,445)	(\$4,696,249)
	Total Capital Funding Sources		(\$12,469,721)	(\$14,921,045)	(\$11,425,459)	(\$13,762,821)	(\$8,019,163)
	Rates Funding Required		\$1,677,160	\$1,713,429	\$1,799,677	\$1,353,365	\$1,374,589

Budget by Focus Area

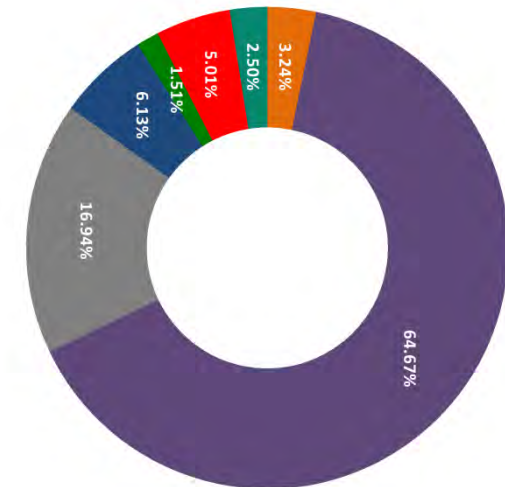
This budget summary provides the income and expenditure allocated against each of the Community Strategic Plan's focus areas. Where an activity addresses multiple focus areas, Council has allocated all the budget items related to that activity to the primary focus area to which it applies. Both the graphs and table refer to total expenditure and income, including capital and operating.

The Operational Plan currently shows that for every \$100 income that Council receives it is allocated across the Focus Areas as:

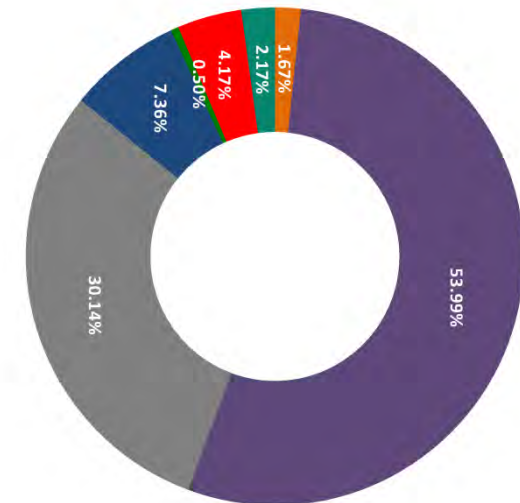
The Weekly Shopping List

Natural Environment	\$2
Local Economy	\$8
Community & Culture	\$4
Rural & Urban Development	\$4
Recreation & Culture	\$2
Infrastructure & Transport	\$64
Council Governance & Finance	\$17

Focus Area Expenditure



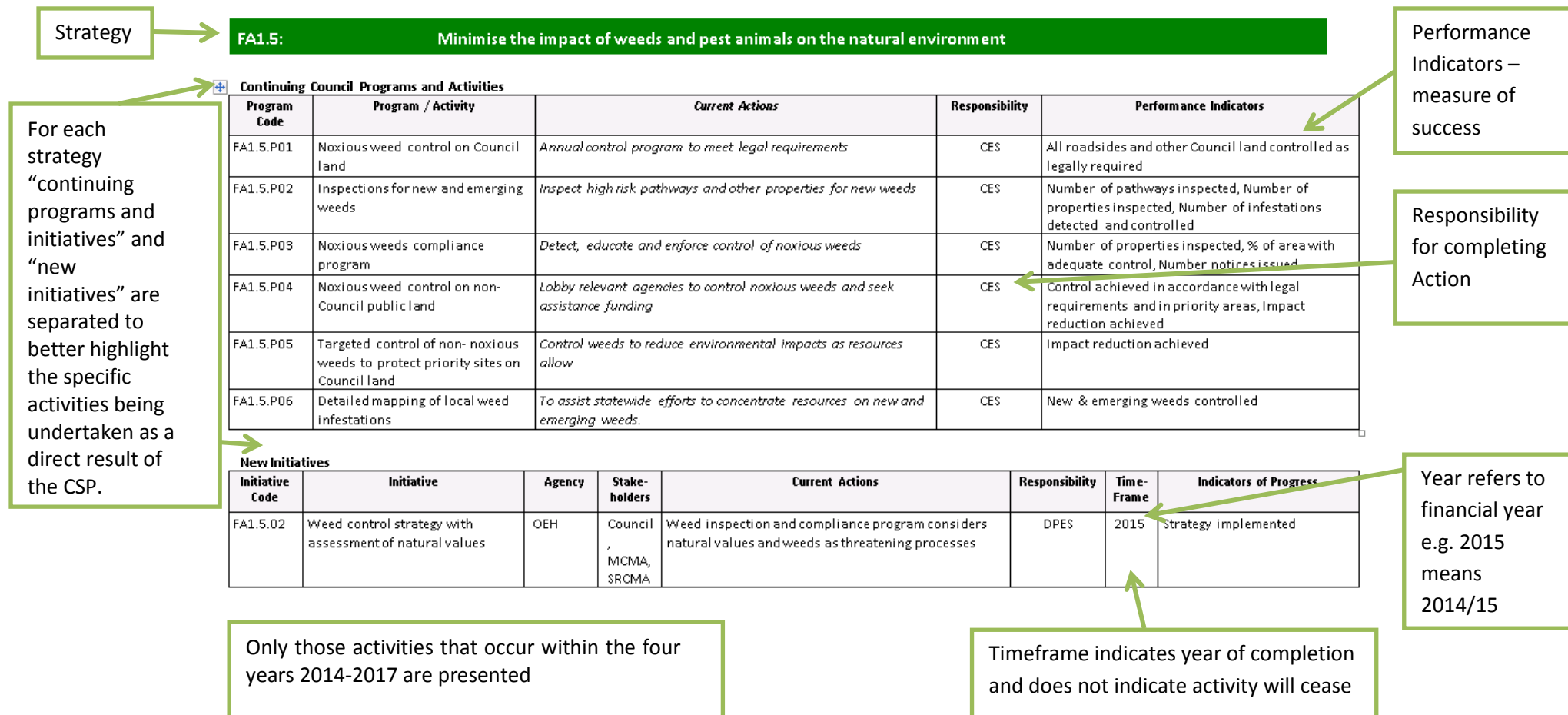
Focus Area Income



Description	Account Type	Delivery Program Term				FY1 2017/18
		Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	
Community & Cultural	Income	\$581,246	\$555,511	\$786,622	\$834,587	\$635,084
	Expenditure	\$1,553,532	\$1,593,801	\$1,822,222	\$1,964,860	\$1,793,294
	Less: Non Cash	(\$142,342)	(\$142,655)	(\$114,861)	(\$136,032)	(\$136,032)
	Net Funded Surplus/ (Deficit)	(\$829,944)	(\$895,635)	(\$920,739)	(\$994,241)	(\$1,022,178)
Infrastructure & Transport	Income	\$22,887,593	\$27,969,976	\$25,480,570	\$28,103,561	\$25,311,880
	Expenditure	\$33,334,515	\$38,694,147	\$36,344,882	\$37,213,789	\$33,990,729
	Less: Non Cash	(\$6,846,817)	(\$6,988,613)	(\$7,147,287)	(\$5,102,599)	(\$5,130,772)
	Net Funded Surplus/ (Deficit)	(\$3,600,105)	(\$3,735,558)	(\$3,717,026)	(\$4,007,629)	(\$3,548,077)
Council Governance & Finance	Income	\$13,252,669	\$14,773,413	\$14,223,951	\$15,054,461	\$14,335,076
	Expenditure	\$8,627,509	\$9,997,758	\$9,519,727	\$10,272,295	\$9,912,276
	Less: Non Cash	(\$1,317,654)	(\$1,341,320)	(\$1,530,541)	(\$1,814,392)	(\$1,832,775)
	Net Funded Surplus/ (Deficit)	\$5,942,814	\$6,116,975	\$6,234,765	\$6,596,559	\$6,255,575
Local Economy	Income	\$3,253,803	\$3,980,462	\$3,475,573	\$3,883,289	\$3,997,257
	Expenditure	\$3,218,175	\$3,932,919	\$3,442,668	\$3,854,765	\$3,883,767
	Less: Non Cash	(\$13,376)	(\$21,164)	(\$31,034)	(\$42,012)	(\$42,012)
	Net Funded Surplus/ (Deficit)	\$49,003	\$68,707	\$63,939	\$70,536	\$155,502
Natural Environment	Income	\$829,272	\$803,500	\$236,839	\$464,833	\$457,388
	Expenditure	\$1,229,244	\$1,398,909	\$847,696	\$1,086,996	\$1,117,606
	Less: Non Cash	\$0	\$0	\$0	\$0	\$0
	Net Funded Surplus/ (Deficit)	(\$399,972)	(\$595,409)	(\$610,857)	(\$622,163)	(\$660,219)
Recreation & Open Space	Income	\$629,693	\$1,823,921	\$1,970,091	\$318,983	\$396,513
	Expenditure	\$1,402,526	\$2,611,093	\$2,818,046	\$1,138,725	\$1,257,085
	Less: Non Cash	(\$183,748)	(\$187,974)	(\$179,476)	(\$181,704)	(\$181,704)
	Net Funded Surplus/ (Deficit)	(\$589,085)	(\$599,198)	(\$668,479)	(\$638,038)	(\$678,868)
Rural & Urban Development	Income	\$1,001,596	\$997,008	\$1,024,278	\$1,477,648	\$1,172,065
	Expenditure	\$1,574,306	\$1,356,889	\$1,405,881	\$1,882,672	\$1,665,900
	Less: Non Cash	\$0	\$0	\$0	\$0	\$0
	Net Funded Surplus/ (Deficit)	(\$572,710)	(\$359,881)	(\$381,603)	(\$405,024)	(\$493,835)
Total Council Result	Income	\$42,435,871	\$50,903,791	\$47,197,924	\$50,137,362	\$46,305,262
	Expenditure	\$50,939,808	\$59,585,516	\$56,201,122	\$57,414,102	\$53,620,658
	Less: Non Cash	(\$8,503,937)	(\$8,681,726)	(\$9,003,199)	(\$7,276,739)	(\$7,323,296)
	Net Funded Surplus/ (Deficit)	\$0	\$0	\$0	\$0	\$7,900

How to Read the Focus Areas

Each focus area presents the outcomes that the community has identified within the Community Strategic Plan, the programs, activities and initiatives set by Council to achieve these outcomes, and the financial dollars Council has allocated to fund each focus area across the term of the Delivery Plan.





FA1: Natural Environment

The good health of our natural environment and biodiversity is protected and enhanced.

What we value

Palerang has extensive natural areas with pristine streams and forests containing a diversity of flora and fauna, some of which are rare and endangered and unique to the area.

Our natural environment includes significant geographical features such as Mt Palerang, the Big Hole, the Shoalhaven River and Lake George. We appreciate easy access to our local natural environment and nearby mountains, snowfields and beaches.

We value our peace and quiet, clean air, clear open skies, and a good climate with four distinct seasons.

Priorities for the future

We are concerned about impacts on our natural environment resulting from human activity including population growth, development and the compounding effects of climate change. We need to consider impacts specific to Palerang which may include increased fire and flood risk and loss of water resources.

We need to address problems resulting from the proliferation of weeds, pests and feral and domestic animals and the impacts of these on the natural eco- system.

Environmental education is needed to promote sustainable living, minimise consumption of finite resources and reduce our carbon footprint.

We need assurance that national parks, reserves and forests will be properly and responsibly managed and make allowances for appropriate public access. State agencies need to work cooperatively with landowners to develop a “good neighbour” attitude, and vice versa.

Account Description	Delivery Program Term				
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
Income					
User Charges & Fees	\$111,750	\$65,500	\$65,500	\$99,029	\$102,495
Other Revenues	\$40,000	\$40,000	\$40,000	\$30,000	\$31,050
Operating Grants & Contributions	\$677,522	\$698,000	\$131,339	\$315,905	\$323,843
Total Income	\$829,272	\$803,500	\$236,839	\$444,934	\$457,388
Expenses					
Employee Costs	\$540,160	\$625,781	\$642,048	\$732,101	\$754,040
Other Expenses	\$551,801	\$567,500	\$0	\$3,667	\$3,758
Materials & Contracts	\$137,283	\$195,628	\$195,648	\$351,229	\$359,808
Total Expenses	\$1,229,244	\$1,388,909	\$837,696	\$1,086,996	\$1,117,606
Net Operating Surplus/(Deficit)	(\$399,972)	(\$585,409)	(\$600,857)	(\$642,062)	(\$660,219)
Capital Expenditure					
	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0
Capital Funding/Movements					
Transfers from Reserves	\$0	\$0	\$0	\$19,899	\$0
Transfers to Reserves	\$0	(\$10,000)	(\$10,000)	\$0	\$0
Total Capital Funding/Movements	\$0	(\$10,000)	(\$10,000)	\$19,899	\$0
Less: Non Cash	\$0	\$0	\$0	\$0	\$0
Net Funded Surplus/(Deficit)	(\$399,972)	(\$595,409)	(\$610,857)	(\$622,163)	(\$660,219)

FA1.1: Establish education programs to raise awareness of the responsibilities of landholders regarding management of land

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.1.P01	Distribute third party fact sheets on NRM issues	Maintain brochure stand in Bungendore office foyer and refer enquiries to other sources including via Council website	CES	Number of brochures distributed
FA1.1.P02	Council fact sheets available for common environmental issues	Progressively update and add new fact sheets	CES	Fact sheets readily available. All CSOs and operational staff familiar with fact sheets
FA1.1.P03	Noxious weeds field days	Run at request of local community groups where strategically worthwhile as resources allow	CES	Number of field days & attendees, Improvement in local weed control
FA1.1.P04	Natural Environment in newsletter	At least one article per month in Council's newsletter to include recent activities, compliance action, and timely feature article	CES	Completed monthly, positive feedback on usefulness
FA1.1.P05	Local environmental guide	Development of simple environmental living fact sheets for distribution to new residents	CES	Number of fact sheets distributed

FA1.2: Involve the community in maintaining and enhancing environmental health

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.2.P01	Weeds inspection program	Inspect private properties and educate landholders on weed control	CES	Number of inspections, number of reports issued
FA1.2.P02	Support s.355 committees	Assist with on-ground activities as requested and resources allow	CES	Number of beneficial activities completed
FA1.2.P03	Support Clean Up Australia Day	Assist with on-ground activities as requested and resources allow	CES	Number of sites cleaned up, Amount of rubbish collected
FA1.2.P04	Support funding applications	Provide letters of support and other assistance to community group grant applications	CES	Number of requests supported

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.2.02	Effective Waterwatch program	OEH	Council	Seek funding for and support the development of a broader network of regularly monitored sites	CES	2020	Number of sites and subcatchments regularly monitored
FA1.2.03	Behaviour change program trial	DPI, LLS	Council	Seek funding for and support the development of behaviour change programs	CES	2018	Number of participants and degree of behaviour change
FA1.2.04	Property weed management plan workshops	LLS	Council	Seek funding for and support the development of workshops and support services	CES	2018	Number of plans developed and adopted

FA1.3: Ensure that planning policies and processes protect and enhance our natural environment and biodiversity**Continuing Council Programs and Activities**

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.3.P03	State of the Environment reporting	SOE reports used to identify key issues for policy review	DPES	SOE reports completed as required and reviewed for policy recommendations
FA1.3.P04	Accurate and consistent vegetation map across Palerang	Development of map in collaboration with relevant State agencies	CES	Map with practical resolution and accuracy
FA1.3.P05	Localised mapping of threatened species ranges across Palerang	Development of map in collaboration with relevant State agencies	CES	Map with practical resolution and accuracy
FA1.3.P06	Contribute to regional plan development and maintenance	Attend workshops and provide input to regional weeds, catchment management, etc plans	CES	Number of plans contributed to

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.3.01	High resolution aerial imagery from remote pilot aircraft	Council	Council	Imagery obtained over Council land for improved property planning. Extend over private land.	CES	2018	Number of properties with improved imagery utilised

FA1.4: Ensure that natural water resources are clean and healthy with adequate environmental flows

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.4.P01	Water resources assessment	Map and estimate storage volumes for all dams and local over-allocation rates	CES	All dams mapped for dates of available imagery
FA1.4.P02	Water quality assessment	Map and assess potential water pollution sites	CES	All significant sites mapped and assessed
FA1.4.P03	Development Assessment considers water impacts	DA process considers impacts on water, including referral to SCA	CDS	New development does not significantly impact on water quality or resources
FA1.4.P04	Water pollution compliance	Investigate complaints and monitor for water pollution	CES	Number of incidents detected and resolved
FA1.4.P05	OSSM approvals compliance program	Identify unapproved on-site systems of sewage management and proactively reapprove all systems	CDS	All operational OSSMs identified and reinspected when reapproved to detect pollution
FA1.4.P06	Project road work	Development of project environmental management plans together with sedimentation control measures	DW	No complaints from public or regulatory authorities.
FA1.4.P07	Saleyards	Operation of first flush & truckwash systems	DW	Both facilities operating within long term legal framework with periodic tests confirming compliance
FA1.4.P08	Sewerage	Discharge of treated effluent in accordance with POEO licence	DW	Compliance with EPA licences
FA1.4.P09	Waste	Progressive closure of landfill sites and establishment of formal leachate collection and monitoring systems	DW	Closure of landfills in accordance with adopted closure plans.
FA1.4.P10	Water supply	Discharge of water from the Captains Flat dam in accordance with operational and riparian requirements.	DW	Records of valve operation
FA1.4.P11	Provide modern sewage treatment plants (STPs) for urban areas	New plants at both Bungendore & Braidwood. Old EAT at Bungendore due for recommissioning within next few years. Upgrade planned for Captains Flat.	DW	Compliance with EPA licences
FA1.4.P12	Captains Flat Dam operation	Discharge of water from the Captains Flat dam in accordance with operational and riparian requirements.	DW	Records of valve operation
FA1.4.P13	Town water supply extractions	Measure and monitor extracted flows	DW	Extractions do not exceed water entitlements
FA1.4.P14	Regular review of water monitoring programs to detect problems	Regularly review Waterwatch and other monitoring program results	CES	Number of sites and sub-catchments regularly monitored

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.4.05	Improved erosion gully mapping	LLS, WNSW	Council	Encourage development of improved mapping and support funding applications if requested	DPES	2020	Accurate and current maps produced

FA1.5: Minimise the impact of weeds and pest animals on the natural environment**Continuing Council Programs and Activities**

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.5.P01	Noxious weed control on Council land	Annual control program to meet legal requirements	CES	All roadsides and other Council land controlled as legally required
FA1.5.P02	Inspections for new and emerging weeds	Inspect high risk pathways and other properties for new weeds	CES	Number of pathways inspected, number of properties inspected, number of new infestations detected and controlled
FA1.5.P03	Noxious weeds compliance program	Detect, educate and enforce control of noxious weeds	CES	Number of properties inspected, number of notices issued, number of enforced control works
FA1.5.P04	Noxious weed control on non-Council public land	Lobby relevant agencies to control noxious weeds and seek assistance funding	CES	Control achieved in accordance with legal requirements and in priority areas, impact reduction achieved
FA1.5.P05	Targeted control of non- noxious weeds to protect priority sites on Council land	Control weeds to reduce environmental impacts as resources allow	CES	Impact reduction achieved
FA1.5.P06	Detailed mapping of local weed infestations	Map weeds to help focus resources on new/emerging weeds and priority sites	CES	Detailed maps of all new & emerging weeds
FA1.5.P07	Fireweed eradication program	Inspect for and immediately eradicate any new plants detected, including historical sites	CES	No known mature plants in Palerang
FA1.5.P09	Cape Broom removal	Compliance program to continuously suppress and destroy all Cape Broom plants in Palerang	CES	No known mature plants in Palerang
FA1.5.P10	Gorse removal	Compliance program to eradicate all plants from Palerang, including seek funding support	CES	No known mature plants in Palerang

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.5.01	Weed control strategy with assessment of natural values	OEH	Council	Weed inspection and compliance program considers natural values and weeds as threatening processes	CES	2018	Strategy implemented
FA1.5.02	African boxthorn and Pampas grass removal	Council	LLS	Compliance program to remove all mature plants from Palerang, including seek funding support	CES	2020	No known mature plants in Palerang
FA1.5.03	High detail mapping from remote pilot aircraft imagery	Council	Council	Imagery obtained over Council land for improved asset and risk mapping. Trials for week inspections.	CES	2018	Number of properties with improved mapping utilised

FA1.6: Involve appropriate regulatory and enforcement agencies in proactively addressing environmental issues

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.6.P01	Liaise with State agencies on specific compliance cases	Share information, determine the appropriate authority and collaborate as the need arises	DPES	Compliance issues are investigated by the appropriate authority
FA1.6.P02	Liaise with adjoining councils on common compliance issues	Share information and resources as appropriate	DPES	Number of joint operations
FA1.6.P03	Regulatory enforcement of environmental issues.	Compliance programs to help control weeds, pollution, unapproved development, dogs	DPES	Investigations are commenced within policy timeframes

FA1.7: Adopt a regional approach to the management of our natural environment

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.7.P01	Membership of regional committees	Representative on UMCCC and SERWC committees and other less formal groups	CES	Number of meetings attended, contribution to / benefit from region initiatives
FA1.7.P02	South East Weeds Action Program	Participant and lead agency for the South East Weeds Action Program	CES	Number of meetings attended, contribution to / benefit from region initiatives, ongoing grant funding from DPI

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.7.P03	DA referral program	Refer development applications to environmental agencies as required	CDS	All DAs referred to appropriate agency as required in a timely manner
FA1.7.P04	CBRJO membership	Representative on committee	GM	Number of meetings attended, contribution to / benefit from region initiatives

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.7.01	Support regional mapping of common state of the environment report indicators	CBRJO	Council	Work with CBRJO and relevant agencies to develop baseline 2012 maps and 2016 updates	DPES	2017	Comparable 2012 and 2016 maps for a range of common indicators



FA2: Local Economy

Our economy is strong and sustainable, providing diverse local employment opportunities and ease of access to goods and services.

What we value

Our local economy benefits from a strong agricultural industry supported by the sale yards, and locally owned businesses including arts, crafts and local produce.

We have active main streets which include cafes, restaurants and hotels. We enjoy economic potential for further business growth through tourism.

Business activity is aided by the proximity to major centres and good transport links.

There are ample employment opportunities due to our proximity to Canberra and our own diverse, albeit small, employment base.

Priorities for the future

Our local tourism potential is constrained by the immaturity of Palerang as a destination – its attractions, activities, choice and distribution of accommodation, and the lack of cohesion and promotion across the shire.

We need to foster business development to meet the increasing population and demand for goods and services. We need to extend and/or improve infrastructure such as parking, streetscapes, public amenities and footpaths in our villages to support local business development.

Increasing business reliance on telecommunications will also demand infrastructure and service improvements. Our planning processes need to balance local economic development with the residents' desire to maintain the atmosphere and lifestyle currently offered by living in our shire.

Agricultural land needs to be protected from urbanisation to sustain a strong rural economy. Impacts of road bypasses on our local economy will need to be identified and evaluated. There is a need to recognise and address economic inequalities across the Palerang area.

Account Description	Delivery Program Term				
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
Income					
User Charges & Fees	\$3,227,721	\$3,353,211	\$3,437,051	\$3,866,264	\$3,996,232
Other Revenues	\$0	\$0	\$0	\$1,000	\$1,025
Total Income	\$3,227,721	\$3,353,211	\$3,437,051	\$3,867,264	\$3,997,257
Expenses					
Employee Costs	\$475,376	\$497,378	\$939,546	\$1,166,523	\$1,201,519
Borrowing Costs	\$4,410	\$6,323	\$3,227	\$3,135	\$3,046
Depreciation & Amortisation	\$13,376	\$21,164	\$31,034	\$42,012	\$42,012
Other Expenses	\$9,691	\$11,242	\$9,786	\$12,992	\$13,316
Materials & Contracts	\$2,680,491	\$2,760,699	\$2,414,762	\$2,562,974	\$2,622,216
Total Expenses	\$3,183,344	\$3,296,806	\$3,398,356	\$3,787,636	\$3,882,110
Net Operating Surplus/(Deficit)	\$44,376	\$56,405	\$38,695	\$79,628	\$115,147
Capital Expenditure					
Materials & Contracts	\$0	\$600,000	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$600,000	\$0	\$0	\$0
Capital Funding/Movements					
Loan Funding	\$0	\$600,000	\$0	\$0	\$0
Loan Repayments	(\$1,713)	(\$1,877)	(\$1,471)	(\$1,556)	(\$1,657)
Transfers from Reserves	\$26,082	\$27,251	\$38,522	\$16,025	\$0
Transfers to Reserves	(\$33,118)	(\$34,236)	(\$42,841)	(\$65,573)	\$0
Total Capital Funding/Movements	(\$8,749)	\$591,138	(\$5,790)	(\$51,104)	(\$1,657)
Less: Non Cash	(\$13,376)	(\$21,164)	(\$31,034)	(\$42,012)	(\$42,012)
Net Funded Surplus/(Deficit)	\$49,003	\$68,707	\$63,939	\$70,536	\$155,502

FA2.1: Develop an economic master plan for Palerang that identifies tools and mechanisms to foster local economic development, including tourism

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA2.1.P01	No specific current program	Council works with local groups on specific projects and lobbies other agencies and tiers of government as appropriate.	GM	Nil
FA2.1.P02	State Roads (RMCC)	Participation in Road Maintenance Council Contracts (RMCC) for State Roads on behalf of NSW RMS	DW	Ongoing satisfaction of client (RMS) evidenced through continuation of contract and the issue of work orders.
FA2.1.P03	Private Works	Availability for private engagements to undertake works within Council's expertise (subject to priorities and resource limitations)	DW	Quantum and type of works undertaken
FA2.1.P04	Saleyards	Operation of the Braidwood Saleyard	DW	Compliant facility that is financially self sufficient

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA2.1.01	Prepare an economic master plan for Palerang	Council	BCCI, BVTA	Prepare facilitator's brief and tender for consultancy (subject to availability of funding)	DPES	2016	Plan prepared

FA2.2: Improve Council's LEP, DCP and planning processes to provide greater clarity surrounding growth and development in the local economy

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA2.2.P01	Review of planning procedures	Monitor implementation of new LEP and DCP and propose amendments where appropriate	DPES	LEP and DCP amended where required

FA2.3: Encourage vertical integration of businesses throughout Palerang on a 'buy local – sell local' basis

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA2.3.P01	No specific program	Council attempts to buy local for all its activities, provided the local pricing represents value for money	GM	Nil



FA3: Community and Culture

Our communities are safe, harmonious and connected, sustained by a spirit of involvement and a shared vision for the future.

What we value

There is a strong sense of community pride and spirit across Palerang. Our community is friendly, caring and accepting. We enjoy low crime rates and a safe environment in which to live and raise our families. We have a strong tradition of volunteerism within our local RFS, SES and other organisations.

Our towns, villages and rural residential communities are focal points for social interaction with a wide range of community groups, venues and events. We have a strong awareness of local heritage and history and a thriving arts and crafts community. We appreciate the benefits of peaceful, quiet, rural living while valuing our close proximity to major cultural centres.

Priorities for the future

Palerang is experiencing significant population growth and demographic change. Our population is ageing and many of our young people are leaving. We need to maintain our community spirit and rural lifestyle. Planning and provision of community facilities and services needs to reflect this growth and change, and provide incentives to encourage employment and participation of young people within our community. There are social issues for outlying communities not being able to access facilities and services readily.

The Palerang area will continue to need effective police and emergency services. There needs to be more comprehensive provision and distribution of community information. Impacts of road bypasses on our local economy will need to be identified and evaluated. There is a need to recognise and address economic inequalities across the Palerang area.

Account Description	Delivery Program Term				FY1 2017/18
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	
Income					
User Charges & Fees	\$52,212	\$49,763	\$51,300	\$56,800	\$58,788
Other Revenues	\$24,930	\$32,455	\$32,937	\$32,812	\$33,632
Operating Grants & Contributions	\$489,116	\$473,293	\$481,553	\$430,753	\$439,722
Capital Grants & Contributions	\$14,988	\$0	\$220,832	\$314,222	\$102,942
Total Income	\$581,246	\$555,511	\$786,622	\$834,587	\$635,084
Expenses					
Employee Costs	\$281,480	\$270,851	\$284,223	\$279,099	\$287,432
Depreciation & Amortisation	\$142,342	\$142,655	\$114,861	\$136,032	\$136,032
Other Expenses	\$584,259	\$601,566	\$600,450	\$661,623	\$678,246
Materials & Contracts	\$487,217	\$538,857	\$561,316	\$512,629	\$525,445
Total Expenses	\$1,495,298	\$1,553,929	\$1,560,850	\$1,589,383	\$1,627,154
Net Operating Surplus/(Deficit)	(\$914,052)	(\$998,419)	(\$774,228)	(\$754,796)	(\$992,070)
Capital Expenditure					
Materials & Contracts	\$43,246	\$39,872	\$245,540	\$331,040	\$114,338
Total Capital Expenditure	\$43,246	\$39,872	\$245,540	\$331,040	\$114,338
Capital Funding/Movements					
Transfers from Reserves	\$0	\$0	\$0	\$0	\$0
Transfers to Reserves	(\$14,988)	\$0	(\$15,832)	(\$44,437)	(\$51,802)
Total Capital Funding/Movements	(\$14,988)	\$0	(\$15,832)	(\$44,437)	(\$51,802)
Less: Non Cash	(\$142,342)	(\$142,655)	(\$114,861)	(\$136,032)	(\$136,032)
Net Funded Surplus/(Deficit)	(\$829,944)	(\$895,635)	(\$920,739)	(\$994,241)	(\$1,022,178)

FA3.1: Provide support to community groups and organisations in identifying and accessing grants, sponsorships, funding and other resources for community capacity building

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.1.P01	Seek funding for, and participate in, community cultural events sponsored by the NSW Government	Funding obtained where possible and cultural events held annually	MES	Number and type of events
FA3.1.P02	Facilitate community consultation, discussion and feedback on Council's programs and services	Community Consultative Committee meetings to be held twice a year	MES	Council meetings held, advertising of policies and other Council documents released for discussion
FA3.1.P03	Locally-held grant funding workshops advertised on Council's website	Notifications uploaded	MES	No opportunities missed
FA3.1.P04	Promote Indigenous cultural days including NAIDOC	Liaison with schools to support activities in NAIDOC Week	MES	Events supported
FA3.1.P04	Volunteer participation in Rural Fire Services program for fire mitigation, prevention & suppression	Promote active volunteer participation in shared funded program by Council & State Government	MF	Participation of volunteers supported by adequate funding allocated by both Council & State Government
FA3.1.P05	Volunteer participation in State Emergency Services program	Promote active volunteer participation in shared funded program by Council & State Government	MF	Participation of volunteers supported by adequate funding allocated by both Council & State Government

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.1.01	Develop a corporate sponsorship policy outlining programs and activities that Council may auspice on behalf of community/not-for-profit organisations	Council	Nil	Develop policy and identify grant funding opportunities for community activities that meet Council's and the community's objectives	MES	2016	Policy presented to Council for adoption

FA3.2: Facilitate stronger connections and interaction among people of all ages in our communities

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.2.P01	Administration of Council's s.355 committees	Liaison with s.355 committees on a regular basis, providing information and advice where required	MES	Committees conform to their charter and reporting requirements.
FA3.2.P02	Review s.355 Committee Guidelines	To be done	MES	Guidelines revised where required

FA3.3: Recognise and support local volunteers and create increased opportunities for people to contribute to community wellbeing

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.3.P01	Support for Landcare	Provision of letters of support for grant applications, provision of technical advice.	CES	Number of projects and proposals supported.
FA3.3.P02	Provide support to existing and new s.355 committees where possible	Provide risk management and insurance cover to s.355 committees	WSO	Risk assessments completed and insurance requirements in place prior to events
FA3.3.P03	Call for new or replacement members of s.355 committees	Advertisements placed in local media and on Council's website	MES	Nominations received and persons appointed to serve
FA3.3.P04	Presentation of Australia Day awards to volunteers	Awards presented as part of Australia Day events	MES	Nominations received and awards presented
FA3.3.P05	Clean-up Australia Campaign	Assist with co-ordination and support with supply of material and collection of bagged waste	DPES	Groups continue to be active on the scheduled clean up days

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.3.01	Conduct community surveys to ascertain specific needs	Council	Nil	Surveys prepared and conducted on topical issues	MES	2016	Surveys undertaken if funded by Council

FA3.4: Build on and strengthen the community and cultural life of Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.4.P01	Provision of resources and e-resources that are current, accessible and meet library users' needs	Purchase of collection material, Promotion of e-books	MES	Collections continuously updated and renewed

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.4.01	Ensure new residents feel welcome and are informed of community and cultural activities in Palerang	Council	Nil	Develop a 'welcoming strategy' including a new residents' kit, information about community activities placed on Council's website	MES	2017	Strategy and kit developed and endorsed by Council
FA3.4.03	Develop Palerang Community Events Policy	Council	Nil	Prepare policy	MES	2017	Policy adopted by Council

FA3.5: Ensure that there are locally available services and facilities to cater for people of all ages

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.5.P01	LEP strategic planning	Review and amendment of planning instruments	DPES	Sufficient appropriately zoned land available.
FA3.5.P02	Provide Internet access for the public in Council's libraries	Access provided	MES	Internet access properly maintained for continuous access
FA3.5.P03	Maintain presence in community directories to advise of Council's services	Information updated for each publication	MES	Information provided by publication deadlines
FA3.5.P07	Support and promote programs and activities for seniors and young people in Palerang	Liaison with representatives groups to provide support wherever possible	MES	Seniors Week and Youth Week celebrations held

FA3.6: Enable information relevant to the Palerang community to be easily exchanged

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.6.P01	Proactively release information on Council's website in accordance with the Government Information (Public Access) Act 2009	Information published	MES	Statutory obligations met
FA3.6.P02	Publish information about development applications in local media and on Council's website	Information being published	MES	Information provided on regular basis

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.6.01	Include item for information exchange on agenda for Community Consultative Committee meetings	Council	Nil	Prepare agenda with relevant items	MES	2016	Community organisations provide outline of their roles and activities at each meeting



FA4: Rural and Urban Development

Palerang is characterised by its rural landscape which encompasses diverse agricultural activities, small towns and villages and rural residential communities.

What we value

We appreciate the openness of our rural landscape and the low-scale, uncrowded village environment in contrast to nearby urban centres. We value our built heritage and its contribution to our local identity.

There are choices in the way we are able to live arising from a range of property sizes and styles, and flexibility in land uses.

Priorities for the future

We acknowledge the benefit that development can bring to our area while recognising the need to conserve our local history, built heritage and rural character.

It will be of critical importance to ensure that water requirements arising from development take account of available surface and groundwater resources.

The expansion of village and rural residential development needs to be balanced with the retention of productive farmland. Adequately serviced commercial and industrial precincts need to be identified and provided in our towns and villages.

We need to improve the attractiveness and amenity of main streets in our towns and villages while retaining the rural village ambience.

Account Description	Delivery Program Term				FY1 2017/18
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	
Income					
User Charges & Fees	\$839,500	\$896,500	\$941,500	\$1,062,500	\$996,188
Interest	\$0	\$0	\$0	\$600	\$615
Other Revenues	\$0	\$0	\$0	\$5,000	\$5,175
Operating Grants & Contributions	\$150,000	\$52,000	\$60,000	\$206,667	\$143,500
Capital Grants & Contributions	\$12,096	\$18,508	\$12,778	\$19,548	\$26,587
Total Income	\$1,001,596	\$967,008	\$1,014,278	\$1,294,315	\$1,172,065
Expenses					
Employee Costs	\$1,142,760	\$995,881	\$1,038,603	\$1,085,213	\$1,117,766
Other Expenses	\$102,000	\$86,000	\$86,000	\$106,000	\$108,650
Materials & Contracts	\$317,450	\$256,500	\$268,500	\$665,219	\$405,100
Total Expenses	\$1,562,210	\$1,338,381	\$1,393,103	\$1,856,432	\$1,631,516
Net Operating Surplus/(Deficit)	(\$560,614)	(\$371,373)	(\$378,825)	(\$562,117)	(\$459,451)
Capital Expenditure					
	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0
Capital Funding/Movements					
Transfers from Reserves	\$0	\$30,000	\$10,000	\$183,333	\$0
Transfers to Reserves	(\$12,096)	(\$18,508)	(\$12,778)	(\$26,240)	(\$34,384)
Total Capital Funding/Movements	(\$12,096)	\$11,492	(\$2,778)	\$157,093	(\$34,384)
Less: Non Cash	\$0	\$0	\$0	\$0	\$0
Net Funded Surplus/(Deficit)	(\$572,710)	(\$359,881)	(\$381,603)	(\$405,024)	(\$493,835)

FA4.1: Ensure that community health and safety issues are identified and addressed

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.1.P01	Food shop inspection program	Annual inspection regime	CDS	Number of inspections, number of compliant food businesses, number of notices issued
FA4.1.P02	Control of illegal public activities	Patrols and response to complaints	CES	Number of issues addressed
FA4.1.P03	Development application assessment	Consideration of accessibility in subdivision design	DPES	Number of subdivisions approved that feature high levels of pedestrian and cycle accessibility
FA4.1.P04	Development application assessment	Consideration of Crime Prevention Through Environmental Design (CPTED) principles	DPES	Number of appropriately designed developments approved
FA4.1.P05	Partnership with Cancer Council utilised to spread "sun safe" message	Displays and stands prepared at relevant expos and fairs	WSO	Undertaken when resources permit
FA4.1.P06	Floodplain Management	Flood study and Floodplain Management Plans	DW	Plans are developed

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA4.1.02	Bungendore floodplain Management Plan	Council	Council	Preconstruction - Investiagtion & design	DW	2017	Design complete
FA4.1.03	Braidwood floodplain study & plan	Council	Council/c ommunit y	Prepare floodplain management study and plan	DW	2017	Study complete

FA4.2: Conduct periodic reviews to ensure that Palerang's Local Environmental Plan and other planning instruments reflect the direction, intent and long term vision of the Community Strategic Plan

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.2.P01	LEP Development	Consideration of issues arising in the implementation of Palerang LEP 2014	DPES	PLEP amendments to address issues made in a timely manner

FA4.3: Maintain a long term planning approach that caters for diversity and choice in rural and village living

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.3.P02	Community consultation	Relevant s.355 committees	GM	Committee members and Council satisfied that the committees are performing to their charter.
FA4.3.P03	Rural Lands Study	Rural Lands Study undertaken by consultant planner	DPES	Rural study completed, adopted by Council and accepted by Department of Planning and Environment
FA4.3.P04	Bungendore Structure Plan	Preparation of technical issues paper, data gathering and discussion with government agencies commencing	DPES	Issues paper completed

FA4.4: Encourage individuals, agencies and businesses to apply sustainability principles and practices that involve local growth and development

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.4.P01	Development application assessment	Ensure "triple-bottom line" sustainability issues considered in development assessment	CDS	Development of appropriate checklist and its subsequent use in the DA process.

FA4.5: Promote and support initiatives that encourage the Palerang community to live sustainably

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.5.P01	Waterwise program	Financial incentives offered to water customers to install water saving devices	DW	Availability of program
FA4.5.P02	Recycling collections	Recycling facilities and roadside recycling bin collections provided	DW	Amount of recyclables collected
FA4.5.P03	Green waste collection	Continuation of roadside greenwaste collection service	DW	Amount of greenwaste collected

FA4.6: Ensure that Braidwood, Bungendore and Captains Flat have access to a secure, good quality water supply and reliable sewerage infrastructure

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.6.P01	Annual reporting to NSW Health of DWMS	Return of annual report	DW	Report returned on time
FA4.6.P02	Water Supplies (General) - Quality	Mandatory NSW Health testing of water quality - quarterly full chemical testing by Council	DW	No non conformances according to ADWG and minimum exceedances to DWMS
FA4.6.P03	Water supplies (General) - Dead ends	Reduce number of dead end mains in the reticulation networks	DW	Number of dead end mains remaining
FA4.6.P04	Bungendore water supply	Aquifer monitoring process	DW	Confirmation of increased water entitlement for Bungendore
FA4.6.P05	Sewerage treatment facilities	Mandatory POEO licence testing	DW	Conformance to EPA licence requirements
FA4.6.P06	Telemetry	Telemetry monitoring of all sewage pump stations	DW	>90% communications maintained to all pump stations

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA4.6.02	Review of emergency storage capabilities for all sewage pump stations	Council	Nil	Assessment of current capacities and development of strategy for rectification	DW	2017	Assessment complete - Strategy and initiative for capital improvements in place
FA4.6.04	Upgrade of infrastructure at Captains Flat STP according to concept review	Council	Nil	Construct / modify appropriate infrastructure	DW	2018	Completion of works
FA4.6.07	Improve pump shed at Shoalhaven River site - Braidwood	Council	Council	Replace Shoalhaven River pump enclosure	DW	2018	Works complete
FA4.6.09	Water Supply for Bungendore	Council	Council	Establish second bore for Currandooley system	DW	2018	Works complete
FA4.6.11	Develop an Integrated Water Cycle Management Plan for Palerang's Water and Sewerage Businesses	Council	Community/Council/State	Engage consultant and participate in IWCM development	DW	2017	Plan adopted by Council and signed off by NSW Office of Water
FA4.6.15	Replace trunk delivery main for Braidwood Water Supply	Council	Nil	Design and construct pipeline	DW	2016	Works complete
FA4.6.16	Construct new 500kL reservoir for Captains Flat	Council /Public Works	Nil	Design, tender and construct new 500kL concrete reservoir for Captains Flat	DW	2017	Works complete
FA4.6.17	Provide solar installations at various water supply facilities	Council	Nil	Procure and install alternative energy supply options for water supply infrastructure	DW	2017	Works complete
FA4.6.18	Provide solar installations at various sewerage facilities	Council	Nil	Procure and install alternative energy supply options for sewerage infrastructure	DW	2017	Works complete
FA4.6.19	Water & sewer pricing plans	Council	Council/ Others	Review water and sewer pricing/developer plans	DW	2017	Plans adopted by Council
FA4.6.20	Water service replacement Braidwood	Council	Council	Stage 1 of general replacement program for old galvanised steel water services at Braidwood	DW	2017	Stage 1 of replacement program complete
FA4.6.21	Captains Flat dam surveillance report	Council	Council/ DPWS	Undertake 5 yearly surveillance study and plan for the Captains Flat Dam	DW	2017	Report complete and submitted to Dam Safety Committee
FA4.6.22	Bungendore Aeration Plant	Council	Council	Upgrade and replace control systems for Bungendore aeration plant	DW	2017	Control systems upgraded and functioning

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA4.6.23	Captains Flat Dam safety emergency plan	Council	Council/DPWS	Review and update the Captains Flat Dam Safety Emergency Plan	DW	2017	Plan updated and submitted to combat agencies
FA4.6.24	Sewer pump station upgrades	Council	Council	Upgrade of well and switchgear at Pump station #5 Bungendore	DW	2017	Works complete
FA4.6.25	Sewer pump station upgrades	Council	Council	Upgrade of well and switchgear at Pump station #2 Bungendore	DW	2017	Works complete
FA4.6.26	Sewer pump station upgrades	Council	Council	Upgrade of well and switchgear at Pump station #7 Bungendore	DW	2017	Works complete
FA4.6.27	Sewer manhole replacement / refurbishment Braidwood	Council	Council	Stage 1 of general replacement and upgrade of old cast insitu rectangular manholes at Braidwood	DW	2017	Stage 1 of replacement program complete
FA4.6.28	Inflow/infiltration study - Sewerage	Council	Council/EPA	Undertake inflow infiltration study for the Captains Flat sewerage scheme and report results to EPA	DW	2017	Report submitted to EPA and program of future works developed
FA4.6.29	Inflow/infiltration study - Sewerage	Council	Council/EPA	Undertake inflow infiltration study for the Braidwood sewerage scheme and report results to EPA	DW	2018	Report submitted to EPA and program of future works developed



FA5: Recreation and Open Space

We have access to a range of places, activities and facilities which cater for diverse sporting and recreational pursuits.

What we value

We have access to a range of opportunities to participate in organised sporting activities and recreational pursuits.

Our natural environment and recreation areas provide abundant opportunities for outdoor activities including horse-riding, bushwalking, camping, swimming and fishing. There are many facilities and opportunities for active recreation such as swimming pools, horse-riding, dog off-leash areas, cycle ways, greenways, walking trails, skate parks, exercise centres, golf courses and tennis courts.

Priorities for the future

Co-operative planning will be required to ensure that our local parks and sporting and recreational facilities are adequate in meeting the needs of our growing population.

It is important to our community that appropriate public access to nearby national parks and reserves be maintained for recreational use. We need to raise public awareness of the benefits of local sporting and recreational facilities and activities in contributing to community health and wellbeing.

Account Description	Delivery Program Term				
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
Income					
User Charges & Fees	\$64,185	\$72,321	\$73,729	\$68,750	\$71,156
Other Revenues	\$1,063	\$0	\$0	\$0	\$0
Capital Grants & Contributions	\$564,445	\$851,600	\$1,006,362	\$239,233	\$325,357
Total Income	\$629,693	\$923,921	\$1,080,091	\$307,983	\$396,513
Expenses					
Employee Costs	\$357,308	\$368,586	\$378,538	\$309,534	\$318,820
Borrowing Costs	\$18,374	\$19,424	\$39,635	\$26,354	\$25,550
Depreciation & Amortisation	\$183,748	\$187,974	\$179,476	\$181,704	\$181,704
Other Expenses	\$6,659	\$6,812	\$6,812	\$11,441	\$11,727
Materials & Contracts	\$264,853	\$268,877	\$269,568	\$344,703	\$353,320
Total Expenses	\$830,943	\$851,674	\$874,029	\$873,736	\$891,121
Net Operating Surplus/(Deficit)	(\$201,250)	\$72,247	\$206,062	(\$565,753)	(\$494,607)
Capital Expenditure					
Materials & Contracts	\$0	\$1,500,000	\$1,772,000	\$11,000	\$25,000
Total Capital Expenditure	\$0	\$1,500,000	\$1,772,000	\$11,000	\$25,000
Capital Funding/Movements					
Loan Funding	\$0	\$500,000	\$300,000	\$0	\$0
Loan Repayments	(\$7,139)	(\$7,819)	(\$15,655)	(\$14,755)	(\$15,607)
Transfers from Reserves	\$0	\$400,000	\$590,000	\$11,000	\$0
Transfers to Reserves	(\$564,445)	(\$251,600)	(\$156,362)	(\$239,233)	(\$325,357)
Total Capital Funding/Movements	(\$571,584)	\$640,581	\$717,983	(\$242,988)	(\$340,964)
Less: Non Cash	(\$183,748)	(\$187,974)	(\$179,476)	(\$181,704)	(\$181,704)
Net Funded Surplus/(Deficit)	(\$589,085)	(\$599,198)	(\$668,479)	(\$638,038)	(\$678,868)

FA5.1: Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA5.1.P02	Sport and recreation facilities	Maintain facilities	DW	Satisfaction level of users
FA5.1.P03	Pathways program	Provision of appropriately located footpaths and cycleways	DW	Length of new paths installed

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA5.1.02	Establish new sporting and recreation grounds at Bungendore	Council	Nil	Procure suitable land, plan and design the facility, seek funding assistance, construct the facility in stages	DW	2018	Facility in use and current sporting and recreation needs addressed by June 2018
FA5.1.03	Upgrade the Braidwood Recreation Grounds	Council	Nil	Plan and design the upgraded facilities to meet the needs of users and gain approvals for construction. Source funding and construct the facility. In stages	DW	2016	Project Completed by August 2016
FA5.1.04	Bungendore Park Master Plan	Council	Nil	Implement Master Plan in line with available funding	DW	2017	Aspects of plan implemented
FA5.1.05	Braidwood recreation grounds	Council	Council/ NSW Govt/Be ndigo Bank	Construct new amenities building and skatepark	DW	2016	Works complete

FA5.2: Encourage and support a diversity of sporting and recreational activities throughout Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA5.2.P01	Sporting and Recreational facilities	Sporting facilities, play equipment and open spaces provided and maintained	DW	Number of complaints received about inadequate facilities

FA5.3: Ensure that appropriate access to public lands is maintained for recreational purposes

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA5.3.P01	No specific activity	Councillors & staff lobby on behalf of the community as the opportunity arises	GM	Nil
FA5.3.P02	Greenways	Greenways managed by Council in cooperation with local groups	DW	Continued community satisfaction with Greenways access

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA5.3.01	Royalla Common	Council	Nil	Construct amenities building	DW	2016	Project complete



FA6: Infrastructure and Transport

Palerang enjoys safe, functional, accessible and well maintained infrastructure and comprehensive local and regional transport networks.

What we value

Our location between the ACT and the coast affords us easy access to a range of transport modes including air, rail and major roads and highways. We value the range of local services and facilities that we have.

Priorities for the future

Our road infrastructure requires extensive maintenance and upgrading with an equitable focus of works across the council area. The cost of providing adequate infrastructure for our existing and expanding community requires additional financial support.

Our local area needs more comprehensive telecommunications infrastructure to ensure equitable access and coverage for our towns, villages and outlying areas. Communities across our council area would be better connected through provision of more comprehensive public transport services.

Local groundwater resources need careful management to ensure their protection against possible future depletion. We need to better utilise local opportunities for renewable power generation.

We will need to adopt principles of sustainability to guide us in future infrastructure development.

Account Description	Delivery Program Term				FY1 2017/18
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	
Income					
Rates & Annual Charges	\$6,043,472	\$6,410,256	\$6,821,595	\$7,340,442	\$7,714,597
User Charges & Fees	\$890,130	\$3,222,914	\$3,485,735	\$2,237,803	\$2,276,975
Interest	\$562,696	\$536,335	\$338,535	\$380,997	\$400,216
Other Revenues	\$20,500	\$6,000	\$6,500	\$28,300	\$29,102
Operating Grants & Contributions	\$3,262,751	\$3,350,625	\$4,017,858	\$4,819,622	\$3,140,472
Capital Grants & Contributions	\$3,319,287	\$5,503,075	\$4,578,718	\$5,374,258	\$6,885,583
Total Income	\$14,098,836	\$19,029,204	\$19,248,941	\$20,181,422	\$20,446,945
Expenses					
Employee Costs	\$3,631,451	\$4,020,248	\$4,050,083	\$4,121,287	\$4,244,923
Borrowing Costs	\$1,289,494	\$1,555,830	\$1,575,028	\$1,388,854	\$1,371,701
Depreciation & Amortisation	\$6,682,088	\$6,835,776	\$7,008,443	\$5,031,468	\$5,075,662
Other Expenses	\$408,374	\$461,777	\$518,079	\$478,732	\$490,701
Materials & Contracts	\$4,440,183	\$7,527,448	\$8,271,516	\$6,411,223	\$6,593,253
Total Expenses	\$16,451,590	\$20,401,078	\$21,423,148	\$17,431,565	\$17,776,239
Net Operating Surplus/(Deficit)	(\$2,352,754)	(\$1,371,874)	(\$2,174,207)	\$2,749,858	\$2,670,706
Capital Expenditure					
Employee Costs	\$979,973	\$735,391	\$720,937	\$746,933	\$137,475
Materials & Contracts	\$10,987,018	\$11,446,411	\$8,030,659	\$11,734,113	\$7,109,439
Total Capital Expenditure	\$11,966,991	\$12,181,802	\$8,751,596	\$12,481,046	\$7,246,914
Capital Funding/Movements					
Loan Funding	\$4,580,000	\$3,700,000	\$410,000	\$3,500,000	\$1,500,000
Loan Repayments	(\$663,914)	(\$795,489)	(\$917,168)	(\$936,326)	(\$1,120,038)
Transfers from Reserves	\$4,208,757	\$5,240,772	\$5,821,629	\$4,422,139	\$3,364,935
Transfers to Reserves	(\$4,252,020)	(\$5,315,778)	(\$5,252,971)	(\$6,364,853)	(\$7,847,538)
Total Capital Funding/Movements	\$3,872,823	\$2,829,505	\$61,490	\$620,960	(\$4,102,641)
Less: Non Cash	(\$6,846,817)	(\$6,988,613)	(\$7,147,287)	(\$5,102,599)	(\$5,130,772)
Net Funded Surplus/(Deficit)	(\$3,600,105)	(\$3,735,558)	(\$3,717,026)	(\$4,007,629)	(\$3,548,077)

FA6.1: Ensure that community assets and public infrastructure are maintained and improved to a reasonable standard

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.1.P01	Paths, street lights and other street furniture	Maintenance and renewals	DW	Number of complaints regarding services provision
FA6.1.P02	Roads & Drainage	Maintenance & renewal of existing assets	DW	To a level consistent with Council's policy and budget
FA6.1.P03	Reseal program	Recurrent resealing of sealed roads according to industry condition standards	DW	Actual return frequency of 10 years or less
FA6.1.P04	Maintenance grading of unsealed roads	Grading according to adopted Council policy	DW	Achievement of target to within +10% of its due date.
FA6.1.P05	Waste Services	Domestic (road side) collection of recyclable and residual waste, management of land fills and transfer stations	DW	Collections on time, Landfills operated within industry standards
FA6.1.P06	Water and Waste Water	Operation of Council water and sewerage plants and	DW	Number of variances from drinking water standards, number of STP licence non-conformances
FA6.1.P07	Sports & Recreation Facilities	Current facilities maintained	DW	Users satisfied with level of service
FA6.1.P08	Asset Management Plans	Keep an updated list of Council assets, monitor the condition of assets, establish levels of service, forecast demand for assets and associated services, adopt lifecycle strategies and programs for optimising maintenance, renewals, new works and disposals	DW	As per asset management plans

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.1.01	Seek additional funding for necessary works identified in above.	Council	State & Federal Govt	Lobby for additional funding	GM	2017	Funding levels for maintenance and improvement works increased to levels

Initiative Code	Initiative	Agency	Stakeholders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
							identified in the above plan
FA6.1.04	Construct new roundabout at intersection of Lascelles and Wallace Streets - Braidwood	Council	RMS/Council	Seek funding for construction from RMS. Construct when funds become available.	DW	2018	Completion of works (subject to funding)
FA6.1.05	Construct new roundabout at intersection of Molonglo and Malbon Streets - Bungendore	Council	RMS/Council	Seek funding for construction from RMS. Construct when funds become available.	DW	2018	Completion of works (subject to funding)
FA6.1.06	Road improvements Tarago Road	Council	Council /Veolia	Design and construct stage 1 of pavement rehabilitation Tarago Road	DW	2017	Completion of works
FA6.1.07	Road improvements Tarago Road	Council	Council /Veolia	Design and construct stage 2 of pavement rehabilitation Tarago Road	DW	2018	Completion of works
FA6.1.08	Road improvements Tarago Road	Council	Council /Veolia	Design and construct stage 3 of pavement rehabilitation Tarago Road	DW	2019	Completion of works
FA6.1.11	Road improvements Captains Flat Road	Council	Council	Design and construction of rehabilitation works near Carwoola Church	DW	2016	Completion of works
FA6.1.12	Road improvements Captains Flat Road	Council	Council	Design and construction of rehabilitation works - QCC boundary to Stoney Creek	DW	2016	Completion of works
FA6.1.15	Bungendore off street car parking	Council	Nil	Design and construction of stage 1	DW	2017	Construction complete
FA6.1.16	Braidwood central drainage	Council	Council	Construction of stage 1 of the Braidwood urban drainage system	DW	2017	Completion of stage 1 construction
FA6.1.17	South Bungendore drainage	Council	Council	Drainage of stormwater from south Bungendore to Halfway Creek	DW	2017	Works designed and construction commenced
FA6.1.18	MR92 resheeting	Council	Council	Annual resheeting of sections of MR92 (Block Grant funded)	DW	2017	Annual resheeting program completed
FA6.1.19	Regional Road REPAIR program	Council	Council /RMS	Reconstruction of approx 1km section of MR92 near Black Bobs Creek	DW	2017	Works complete
FA6.1.20	R2R Program	Council	Council /Australian Government	Construct and seal a 3km section of MR92 north from Grants Road	DW	2017	Works complete

Initiative Code	Initiative	Agency	Stakeholders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.1.21	Bungendore Street upgrading	Council	Council /RMS	Construct shoulders of Malbon Street between Railway and Ellendon St as part of RMS centre pavement works	DW	2017	Works complete
FA6.1.22	Reseal program (State/Regional/Local Roads)	Council	Council	Undertake programmed reseal/seal works for all Council and State controlled roads	DW	2017	Works complete by end of April each year
FA6.1.23	Resheeting program	Council	Council	Undertake all programmed resheeting works on Local & Regional Roads	DW	2017	Works complete by 30 June each year

FA6.2: Undertake necessary planning to ensure that provision of public infrastructure reflects the needs of a growing and changing population

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.2.P01	20-year strategies and financial plans for the provision of water supply, sewerage and waste facilities and services	20 year plans are in place but will require ongoing revision, appropriate pricing policies of these services to be maintained	DW	Plans and policies reviewed at least every five years
FA6.2.P02	10-year Asset Management Plans for all other assets	Asset Management Plans adopted 2013	DW	Plans continuously updated & available for budgetary deliberations

New Initiatives

Initiative Code	Initiative	Agency	Stakeholders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.2.02	Plan for the longer term upkeep and renewal of assets	Council	Nil	Develop priority works lists for the rehabilitation and renewal of Council's infrastructure assets.	DW	2016	Adoption of priority works lists
FA6.2.04	Braidwood Waste Transfer Station	Council	Nil	Begin construction of the Braidwood Waste Transfer Station	DW	2017	Construction works commenced/complete
FA6.2.05	Bungendore landfill closure	Council	EPA/Council	Implement closure plan for Bungendore landfill	DW	2017	Closure site works complete
FA6.2.06	Macs Reef landfill closure	Council	EPA/Council	Implement closure plan for Macs Reef landfill	DW	2017	Closure site works complete
FA6.2.07	Majors Creek Landfill	Council	Council /EPA	Undertake final restoration of landfill	DW	2017	Completion of works

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.2.08	Araluen landfill	Council	Council /EPA	Undertake final restoration of landfill	DW	2016	Completion of works
FA6.2.09	Majors Creek bin compound	Council	Council	Finalise the bin compounds including hardstand and automated access	DW	2017	Completion of works
FA6.2.10	Araluen bin compound	Council	Council	Finalise the bin compounds including hardstand and automated access	DW	2017	Completion of works
FA6.2.11	Public area recycling	Council	Council	Provide recycling facilities in CBD areas - public places	DW	2017	Implementation complete
FA6.2.12	Kerbside collection of green waste	Council	Council	Implement green waste wheelie bin collections on a permanent basis	DW	2017	Program operational
FA6.2.13	Home composting project	Council	Nil	Investigate home composting	DW	2017	Investigation complete

FA6.3: Adopt an equitable approach in the provision of, and access to, telecommunications services and infrastructure across Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.3.P01	No specific activity	Respond to requests for information from service providers, lobby services providers and Federal Government	GM	Nil

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.3.01	Reduce blackspot areas	Telcos	Council	Lobby for land based telecommunication infrastructure in blackspot areas within the shire	GM	2016	Reduction in blackspot areas

FA6.4: Support Palerang communities through provision of a range of transport services linking them locally and regionally

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.4.P01	Advocacy	Lobbying relevant agencies and Ministers	GM	State & Federal Govts respond with grants or improvement in own service delivery
FA6.4.P02	Funding for the further development of Nerriga Road	Continue to seek opportunities for the funding of improvements to Nerriga Road	DW	Success with funding opportunities
FA6.4.P03	Improve quality and use of commuter services	Advocacy for improved services	GM	Improved patronage

New Initiatives

Initiative Code	Initiative	Agency	Stakeholders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.4.01	Improve quality and use of commuter services	State & ACT agencies	Council	Advocacy for improved services	GM	2016	Improved patronage

FA6.5: Ensure that Palerang communities have local access to quality educational and medical services and facilities

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.5.P01	Council facilities	Community centres in Bungendore and Captains Flat used by variety of health services	GM	On-going use of the facilities
FA6.5.P02	Upgrade of Captains Flat Community Health Centre	Funding Application lodged	GM	Funding achieved and project progresses
FA6.5.P03	Establish High School, Ambulance Station and upgraded fire service	Lobby State and Federal Member to facilitate the provision of quality educational and medical services and facilities e.g. ambulance service for Bungendore	GM	Ongoing lobbying to provide new facilities.

FA6.6: Improve traffic management and road safety throughout Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.6.P01	Identify and address accident blackspots	Monitor accident data & plan remedial treatments, seek funding for treatments, implement treatments.	DW	Treatments undertaken to address accident blackspots within available funding
FA6.6.P02	Improve and maintain roads	Undertake capital works projects to widen, rehabilitate and/or re-align defective roads that do not meet standards set	DW	Capital works projects undertaken to program set
FA6.6.P03	Traffic Committee	Council's Traffic Committee meets on a quarterly basis to make recommendations to address road safety concerns	DW	Traffic committee meetings held on schedule

New Initiatives

Initiative Code	Initiative	Agency	Stakeholders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.6.01	Obtain funding for necessary works identified in above.	State & Federal Agencies	Council	Lobby for additional funding.	GM	2017	Funding levels for maintenance and improvement works increased to levels identified in the above plan



FA7: Council Governance and Finance

Palerang Council is recognised for its strong community leadership, financial sustainability and ethical, accountable and responsive governance.

What we value

Council encourages appropriate growth throughout the area, adding to local community diversity and economic prosperity.

Council has developed a productive relationship with State and Federal agencies. Council has co-operative relationships with other Councils through the Canberra Region Joint Organisation of Councils (CBRJO).

Council is active in developing and building on our awareness of local history.

Priorities for the future

Council and its local communities are adversely affected by a lack of adequate funding. It is essential that Council is afforded greater capacity and flexibility to source essential funds for the provision of services and infrastructure.

The Palerang community would benefit from improved communication with Council and closer relationships with Councillors. All parties need to work more closely together to ensure that the priorities and expectations of each are aligned in order to plan effectively and create a positive future for Palerang.

Council needs to liaise closely with the State Government to ensure as far as possible that any adverse impacts of decision-making at State level are minimised, particularly in relation to urban and infrastructure planning.

Account Description	Delivery Program Term				
	Prior Year 1 2013/14	Prior Year 2 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
Income					
Rates & Annual Charges	\$7,988,544	\$8,259,551	\$8,491,002	\$8,659,700	\$8,936,193
User Charges & Fees	\$182,683	\$213,784	\$230,839	\$219,939	\$238,935
Interest	\$815,133	\$763,390	\$664,440	\$753,572	\$752,239
Other Revenues	\$233,050	\$337,505	\$361,301	\$359,233	\$299,750
Operating Grants & Contributions	\$1,629,115	\$1,943,494	\$1,725,438	\$1,707,007	\$1,749,682
Contributions - Operating	\$0	\$245,248	\$223,116	\$223,116	\$228,694
Gain or Loss on Disposal	\$85,000	\$85,000	\$85,000	(\$164,596)	\$0
Total Income	\$10,933,525	\$11,847,970	\$11,781,136	\$11,757,970	\$12,205,493
Expenses					
Employee Costs	\$3,155,705	\$3,384,356	\$3,414,110	\$3,732,971	\$4,008,970
Borrowing Costs	\$56,371	\$53,904	\$45,003	\$40,317	\$39,199
Depreciation & Amortisation	\$1,402,654	\$1,426,320	\$1,615,541	\$1,649,796	\$1,832,775
Other Expenses	\$1,589,988	\$2,097,717	\$1,750,394	\$2,038,371	\$2,084,701
Materials & Contracts	(\$1,828,091)	(\$2,054,008)	(\$2,066,240)	(\$1,791,798)	(\$1,699,597)
Total Expenses	\$4,376,628	\$4,908,290	\$4,758,808	\$5,669,657	\$6,266,049
Net Operating Surplus/(Deficit)	\$6,556,897	\$6,939,680	\$7,022,327	\$6,088,314	\$5,939,444
Capital Expenditure					
Other Expenses	\$29,500	\$0	\$0	\$0	\$0
Materials & Contracts	\$182,144	\$162,800	\$306,000	\$143,100	\$7,500
Plant Acquisitions	\$1,925,000	\$2,150,000	\$2,150,000	\$2,150,000	\$2,000,000
Total Capital Expenditure	\$2,136,644	\$2,312,800	\$2,456,000	\$2,293,100	\$2,007,500
Capital Funding/Movements					
Loan Funding	\$0	\$0	\$0	\$60,000	\$0
Asset Sales	\$745,000	\$500,000	\$500,000	\$996,000	\$500,000
Loan Repayments	(\$30,379)	(\$33,353)	(\$18,348)	(\$19,416)	(\$20,669)
Transfers from Reserves	\$1,574,144	\$2,425,443	\$1,942,815	\$2,240,491	\$1,629,583
Transfers to Reserves	(\$2,083,858)	(\$2,743,315)	(\$2,286,570)	(\$2,290,122)	(\$1,618,058)
Total Capital Funding/Movements	\$204,907	\$148,775	\$137,897	\$986,953	\$490,856
Less: Non Cash	(\$1,317,654)	(\$1,341,320)	(\$1,530,541)	(\$1,814,392)	(\$1,832,775)
Net Funded Surplus/(Deficit)	\$5,942,814	\$6,116,975	\$6,234,765	\$6,596,559	\$6,255,575

FA7.1: Council will be proactive in its community advocacy by pursuing constructive relationships with other spheres of government

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.1.P01	Participation in regional groups	Council is currently an active participant in a number of regional partnerships, including CBRJO.	GM	Positive outcomes from cooperation with neighbouring Councils and State and Federal Governments.
FA7.1.P02	Cross-jurisdictional liaison	Ongoing working relationship with local members and ACT	GM	Closer integration of cross-jurisdictional planning

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.1.01	No new initiative in this 4 year period	Council	Nil	Nil	GM	2016	Nil

FA7.2: Councillors will maintain high standards in their responsiveness, accessibility and active involvement within the communities of Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.2.P01	Community Engagement	Councillors actively engage with the community through a variety of s.355 committees, community groups and meetings.	GM	Positive support for the work of Councillors revealed in proposed surveys.
FA7.2.P02	Customer Service Charter	Council's interaction with its community is determined by the adopted policy	GM	Charter standards met

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.2.01	Self-assessment process as recommended for boards by AICD.	Council	Nil	Councillors trained in process, and self-assessment undertaken on a regular basis	GM	2016	Assessment completed and opportunities for improvement identified.

FA7.3: Councillors and staff will adopt a ‘continuous improvement’ approach to ensure that its decision making processes are open, transparent and inclusive

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.3.P01	Council's decisions made available to the public	Business papers and minutes are uploaded on to Council's website on regular basis	MES	Documents available in a timely manner
FA7.3.P02	Correspondence acknowledged and referred to appropriate staff	Correspondence tasked to appropriate staff	MES	Adherence to customer service charter
FA7.3.P03	Formal Training Program for Elected Members	Councillors undertaking planned and strategic programs to assist in the understanding of roles, responsibilities and strategic planning functions of Elected Members to the community	MYR	Participation in planned training programs
FA7.3.P07	Australian Business Excellence Framework	Review Council operations using the framework	GM	Opportunities for improvement identified & implemented, improvement in community satisfaction with services

FA7.4: Council will identify and implement a range of methods to engage in broad and effective communication with the communities of Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.4.P01	Public consultation meetings held as required	Meetings scheduled and advertised	GM	Meetings held in multiple locations

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.4.P12	Publicise s.355 Committee information such as charters, minutes and meeting schedules	Committee charters are updated as required; minutes and meeting schedules completed and reported to Council.	MES	Charters updated and minutes of meetings reported to Council

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.4.01	Implement different communication strategies listed in Council's Communication and Consultation Framework	Council	Nil	Set up new and different methods of community engagement and consultation processes	GM	2017	Increase in community engagement

FA7.5: Council will ensure that development application processes are clear, efficient, rigorous and customer focused

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.5.P01	Development assessment procedures review	Preparation of new procedures manual and checklists. Refinement of DA lodgement checklist as a result of Business Excellence Framework process improvement	DPES	New procedures implemented and publicised via website and fact sheets, all legislative requirements correctly considered for every DA
FA7.5.P02	On-Line DA tracking and lodgement	Council is currently implementing on-line DA tracking, with the plan to implement on-line lodgement once the initial system is stable.	DPES	Systems operating with good community acceptance

FA7.6: Council will align its governance and organisational structures to reflect the vision, priorities and directions outlined in the Community Strategic Plan

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.6.P01	Organisational structure reviewed after local government elections and/or when staff resign or retire	Review undertaken as required	GM	Organisation functions effectively and efficiently
FA7.6.P02	Complete quarterly and annual reviews of Delivery Plan progress	Review undertaken as required	GM	Legislative requirements met and reports submitted to Council

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.6.01	Engage the community in reviewing and endorsing the visions, outcomes and strategies articulated in "Palerang: Our Future"	Council	Nil	Engagement and communications activities	GM	2016	Community satisfied with level of engagement
FA7.6.02	Review alternate service delivery models	Council	ILGRP, CBRJO	Research and explore new organisational structures, with particular reference to the ILGRP recommendations	GM	2016	Best value service delivery models adopted

FA7.7: Council will identify and adopt financial management strategies to ensure its long term viability

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.7.P01	20 year plans and financial plans for water, sewerage and waste services; 10 yr plans for general fund assets	In place but require annual review	DW	Viable services continue to be provided.

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.7.P02	Long Term Financial Management support systems	Continue Improvement of Financial Reporting Systems to ensure long term sustainability	MF	Timely reporting of Council's Financial performance in accordance with Council's policies and statutory reporting standards
FA7.7.P03	On-line e-Services for the community and other stakeholders' access to corporate administrative services	Implementation of e-Services for on-line access to property, planning and rating information	MF	Community and other stakeholders having access to on-line services
FA7.7.P06	Long Term Financial Management support systems	Complete financial reporting in accordance with statutory timeframes	MF	Compliance with statutory timeframes for financial reporting requirements.

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.7.02	Monitor and Report on Fit For Future improvement program	Council	Community	Review and report on the implementation of Fit For Future improvement program as part of the IP&R regime.	GM	2016	Improved financial sustainability
FA7.7.03	Review opportunities for commercial development	Council	Nil	Review opportunities for Council to participate in revenue-making ventures to add value for ratepayers	MF	2016	Council on track with implementation of Fit For Future improvement program.
FA7.7.04	Review of Council's payment processing system and procedures	Council	Business Partners/ Small Business Commission	Undertake a review of Council's payment processing system and procedures to maximise working funds management and maintain business relationships.	MF	2017	Review completed and payment to suppliers consistent with terms of trade and working funds management
FA7.7.05	Review Financial Reporting Process (Management Reporting and Financial Reporting)	Council	Office Of Local Government	Undertake a review of Council's Annual budget, quarterly budget reviews and audited annual financial reports process	MF	2017	Review completed and improvements where necessary implemented.

FA7.8: Council will maintain a regional outlook and seek opportunities for regional co-operation

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.8.P01	Queanbeyan & Palerang Library Service	Library service delivered in partnership with Queanbeyan City Council	MES	Increasing patronage, satisfaction with service
FA7.8.P02	Membership of, and involvement with CBRJO maintained	Council represented at CBRJO meetings	GM	CBRJO initiatives supported by Council wherever possible and practical
FA7.8.P03	Regional Conduct Review Committee	Panel members selected for two-year term	GM	Regional panel members engaged when appropriate
FA7.8.P04	Respond to State Government discussion papers whenever possible	Submissions made on discussion papers within timeframe	GM	Submissions lodged
FA7.8.P05	Membership of SEATS	Join with other Councils and organisations to identify regional priorities for road and transport infrastructure and advocate for state and federal funding for projects identified	DW	Attendance at SEATS meetings. Active advocacy for funding allocations.

FA7.9: Appropriate staff are attracted, retained and supported within a safe, caring and productive workplace

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.9.P01	Raise awareness of Council's policies such as the Palerang Public Interest Disclosures Policy	Staff inductions to include information on policies	MES	Staff inducted
FA7.9.P02	Develop appropriate and cost-effective training programs for employees	Training provided, with focus on mandatory training	MES	Funds allocated for training and development activities are expended, focusing on equal access to training for all staff
FA7.9.P03	Ensure that Council's workforce policies are current and relevant	Review all HR policies in 2016	MES	Last reviewed date on all human resource policies is current
FA7.9.P04	Maintain a workplace that is free from discrimination and in	EEO principles promoted in the workplace and included in staff inductions	MES	No formal complaints of discrimination

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
	accordance with relevant EEO legislation			
FA7.9.P05	Ensure that directors, managers and supervisors conduct regular performance appraisals	Staff are advised of due dates for conduct of performance appraisals	MES	Performance appraisal timeframes conveyed to management
FA7.9.P06	Ensure that Council's workers compensation program is effectively administered	80% of all claims reported within 48 hours of incident	MES	Active involvement in rehabilitation of injured workers to reduce workers compensation liability
FA7.9.P07	Promote risk management practices throughout workforce	Increased corporate usage of risk module and risk reporting using Promapp	MES	Staff are properly trained in Promapp's risk module and are able to capture risks
FA7.9.P09	Prevent incidents and accidents through continual review and improvement of WH&S systems, programs and training	Workplace conditions monitored through risk assessments to ensure they are safe at all times	MES	Workplace assessments are scheduled and completed and improvements captured in Promapp
FA7.9.P10	Ensure that all Council members, staff, contractors and volunteers meet their responsibilities relating to workplace health and safety	Training sessions facilitated, shortfalls or deficiencies reported through the WH&S Committee and rectification plans developed	MES	Information disseminated through induction

Revenue Policy

Rates and charges are Council's main source of income and are used to improve and maintain services and facilities for the community. Rates are levied against properties in accordance with their classification as defined in the Local Government Act. Properties are classified as Residential, Business or Farmland based on their dominant use. Council has determined the rates for 2016/17 in line with the maximum permissible limits allowed by the Minister for Local Government which has been set at 1.8%. The 2016/17 rating increase was determined by IPART.

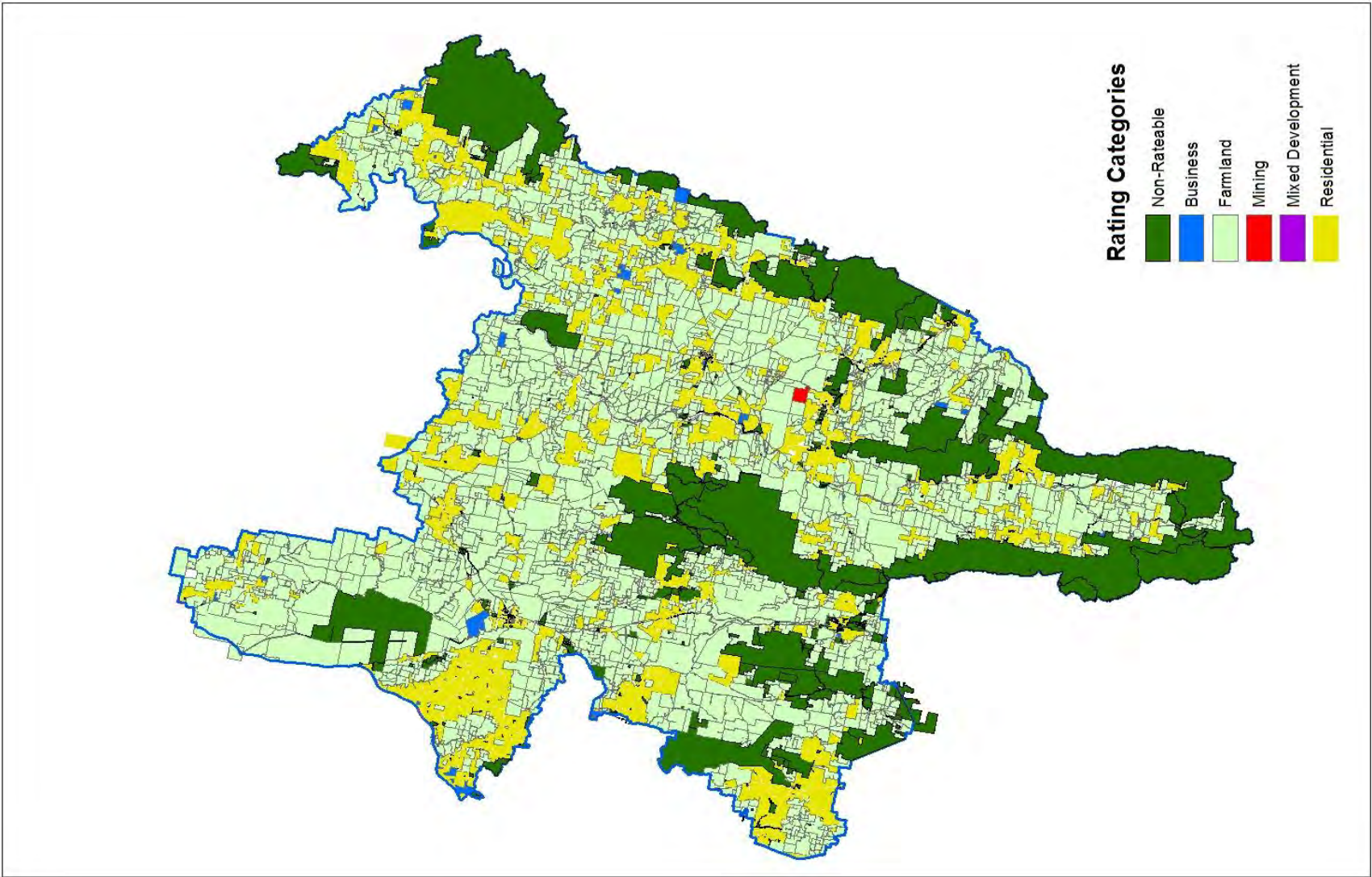
The NSW Land & Property Management Authority (Valuer General's office) completed a revaluation of all rateable properties in the Local Government area in 2015. This was undertaken as part of a three year revaluation cycle.

Rate Structure

The Ordinary Rate Structure for 2016/17 is similar to the 2015/16 rating year with the rates in the dollar and base amounts in the Table below. Based upon Council's adopted policy the Rate Table for 2016/17 is:

Rate Table 2016/17	# of Equivalent Assessments	Base Amount \$	Cents in the Dollar	Valuation (Base Date 1 July 2015)	Notional Income \$
Farmland					
Base Amount	984.00	\$1,100			\$1,082,400
Ad Valorem			0.0017963	\$620,262,430	\$1,114,177
Sub-Total	984.00			\$620,262,430	\$2,196,577
Residential					
Base Amount	6,539.43	\$468			\$3,060,453
Ad Valorem			0.0018393	\$1,798,095,133	\$3,307,236
Sub-Total	6,539.43			\$1,798,095,133	\$6,367,690
Mining					
Base Amount	2.00	\$1,019			\$2,038
Ad Valorem			0.0048948	\$4,448,000	\$21,772
Sub-Total	2.00			\$4,448,000	\$23,810
Business					
Base Amount	244.57	\$397			\$97,094
Ad Valorem			0.0017926	\$55,523,372	\$99,531
Sub-Total	244.57			\$55,523,372	\$196,625
TOTAL ORDINARY RATES	7,770.00			\$2,478,328,935	\$8,784,703

Rates Category Map



Loan Borrowing Program

The Delivery and Operational Plan proposes that Council will draw new loans to fund the following projects:

Account Description	Delivery Program Term				
	Prior Year 2 2013/14	Prior Year 1 2014/15	Current Year 2015/16	Proposed 2016/17	FY1 2017/18
General Fund					
Solar Array (CNCLOFFICE) Constn Bungendore	\$0	\$0	\$0	\$60,000	\$0
Construct New Braidwood works Depot	\$0	\$0	\$0	\$0	\$1,000,000
Saleyards Truckwash Construction	\$0	\$600,000	\$0	\$0	\$0
Drainage - Majara Street (Gibraltar to Malbon)	\$0	\$0	\$0	\$0	\$500,000
Drainage - Wallace Street (Lascelles to Flood)	\$0	\$0	\$250,000	\$500,000	\$0
South Bungendore Drainage - Ellendon to Molonglo St	\$0	\$0	\$0	\$250,000	\$0
Braidwood Rec Ground Construction	\$0	\$500,000	\$200,000	\$0	\$0
Playing fields Bungendore - Purchase Land	\$0	\$0	\$100,000	\$0	\$0
Car Parks Construction	\$0	\$200,000	\$0	\$0	\$0
Total General Fund	\$0	\$1,300,000	\$550,000	\$810,000	\$1,500,000
General Waste					
BUN Trfer.Stn.Resource Recovery Capital	\$3,400,000	\$0	\$0	\$0	\$0
Mac's Reef Waste Transfer Station Construction	\$1,180,000	\$0	\$0	\$0	\$0
Braidwood Waste Transfer Station Construction	\$0	\$2,000,000	\$0	\$2,750,000	\$0
Majors Creek Bin Compound Construction	\$0	\$0	\$80,000	\$0	\$0
Araluen Bin Compound Construction	\$0	\$0	\$80,000	\$0	\$0
Total General Waste	\$4,580,000	\$2,000,000	\$160,000	\$2,750,000	\$0
Domestic Waste					
Total Domestic Waste	\$0	\$0	\$0	\$0	\$0
Water Fund					
Braidwood Water - New Reservoir	\$0	\$1,500,000	\$0	\$0	\$0
Total Water Fund	\$0	\$1,500,000	\$0	\$0	\$0
Sewer Fund					
Total Sewer Fund	\$0	\$0	\$0	\$0	\$0
Total Loan Borrowing Program	\$4,580,000	\$4,800,000	\$710,000	\$3,560,000	\$1,500,000

Appendix 1: Abbreviations Used

AICD	Australian Institute of Company Directors
CDS	Coordinator Development Services
CES	Coordinator Environmental Services
CSP	Community Strategic Plan
DCP	Development Control Plan
DIP	Director of Infrastructure Planning
DLG	NSW Division of Local Government, part of the NSW Department of Premier and Cabinet
DPI	NSW Department of Planning and Infrastructure
DPES	Director of Planning & Environmental Services
DW	Director of Works
EMT	Executive Management Team (staff in Manager & Director positions reporting directly to the GM)
ILGRP	Independent Local Government Review Panel
LEP	Local Environment Plan
MCMA	Murrumbidgee Catchment Management Authority
MES	Manager Executive Services
MYR	Mayor of Palerang Council
OW	NSW Office of Water
PLEP	Palerang Local Environment Plan, currently in draft form.
RMS	Roads & Maritime Services, of which the former RTA is part
RTA	Roads & Traffic Authority (now part of RMS)
SEATS	South East Australia Transport Strategy
CBRJO	Canberra Region Joint Organisation
SCA	Sydney Catchment Authority
SRCMA	Southern Rivers Catchment Management Authority
TCorp	A unit of NSW Treasury, which has, at the request of DLG and ILGP, undertaken a review of the financial sustainability of every NSW local government.