

QPRC



# 2018-19 Annual Report

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Construction of the Ellerton Drive extension in Queanbeyan made significant progress during 2018-19.

### Message from the Mayor and CEO

Welcome to Queanbeyan-Palerang Regional Council's Annual Report for the 2018-19 financial year. The year saw many outstanding achievements for QPRC and the community, while we continue to build the new organisation.

During the financial year, we acknowledged the third anniversary since the merger of Queanbeyan City and Palerang Councils. To think what the organisation has achieved since the announcement was made on that Thursday in May 2016 is incredible. We have captured the merger story and those achievements in a separate report which will be presented to Council and the community.

The 2018-19 financial year was the first year of QPRC's Delivery Program, a document which responds to the community's aspirations outlined in the Community Strategic Plan. The community satisfaction survey in September 2018 confirmed that we were heading on the right track. Some of the highlights from that survey include:

- Overall community satisfaction was rated at 3.5 (out of 5). This compared favourably to similar sized councils. 56% of respondents were satisfied or very satisfied, while only 12% were dissatisfied.
- Council's top rating services were libraries, water supply, parks and recreation, and sewerage while the most important services in the mind of the community were sealed roads, waste and recycling, and water supply.
- 92% of residents rated their quality of life as good or extremely good.

Council continued to be successful with a range of grant funding opportunities, largely relating to infrastructure renewal and upgrades. This did place pressure on the organisation with resources stretched across Council projects and projects linked to grant funding. This has seen some projects delayed, but has also seen some brought forward and made a greater priority.

Our three major road projects - Nerriga Rd, Ellerton Drive extension and Old Cooma Rd duplication - made substantial progress during the financial year and will move towards completion in 2020. Similarly, the Queanbeyan Sewage Treatment Plant upgrade has progressed towards detailed design.

Internally, the focus remained on building a new organisation. We progressed this through the development of our new OneCouncil software solution which consolidated the systems of the two former councils. This was a mammoth task which drew on resources from across the organisation. The OneCouncil solution went live on 12 June 2019 and now allows staff access to a single solution for all rating, property, development, records, asset, mapping and payroll information.

## Annual Report 2018-19

Some of the highlights of the 2018-19 financial year include:

- Progression of the Ellerton Drive extension, Nerriga Rd and Old Cooma Rd projects
- Upgrades at our sporting facilities, including new irrigation at Mick Sherd Oval, lights at the Braidwood Rec Ground (pictured), start of construction on the Mick Sherd changerooms and the progression of the High St amenities block in Queanbeyan.
- Working with the Braidwood community to finalise the design for the Ryrie Park playground upgrade and calling for tenders.
- Delivery of successful and award winning events and initiatives across the local government area, including Community Christmas Parties, Christmas in July, Symphony by the River, Shop and Win and many more.
- Launch of Council's OneCouncil system
- Exhibition of the draft Queanbeyan CBD Spatial Master Plan
- Progression of Bungendore Structure Plan, and completion of studies to enable allocation of additional water licence.
- Progression of concept designs for the Queanbeyan Civic and Cultural Precinct on the site of the former Council administration building at 257 Crawford St.
- Installation of smart city technology in the Queanbeyan CBD, including smart parking sensors, public wifi, environmental sensors and smart lighting.
- Continued progress of the Queanbeyan river path, including awarding the tender for the construction of the pedestrian bridge near the low level bridge on Morisset St.
- Construction of the Braidwood Waste Transfer Station.



Our audited Financial Statements for 2018-19 show that Council is performing well against the financial benchmarks set by the NSW Government. And it's important to recognise and thank our staff for their commitment to continue to deliver high quality services and assets for the community.



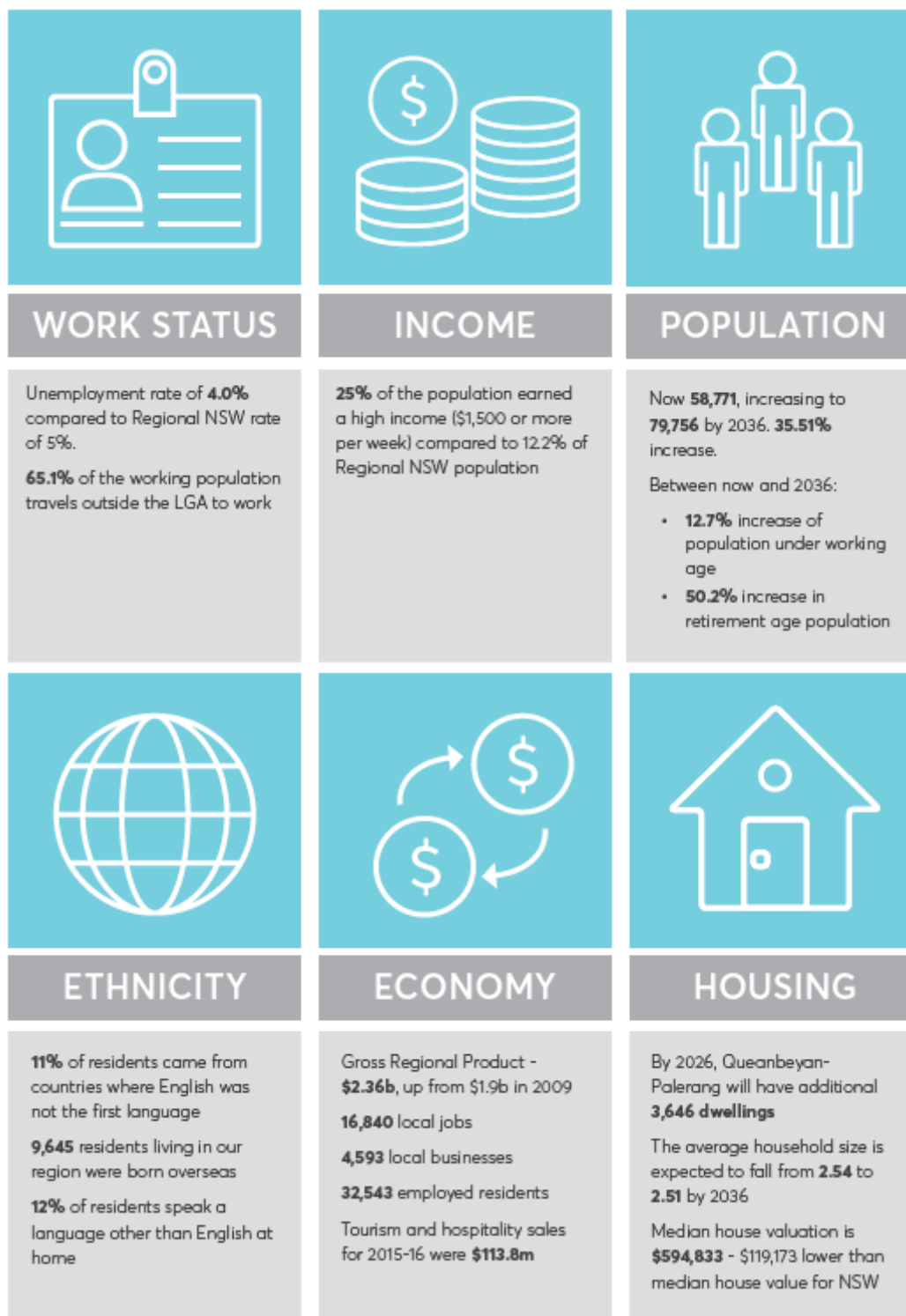
**QPRC Mayor**  
**Cr Tim Overall**



**QPRC CEO**  
**Mr Peter Tegart**

### Queanbeyan-Palerang – who are we?

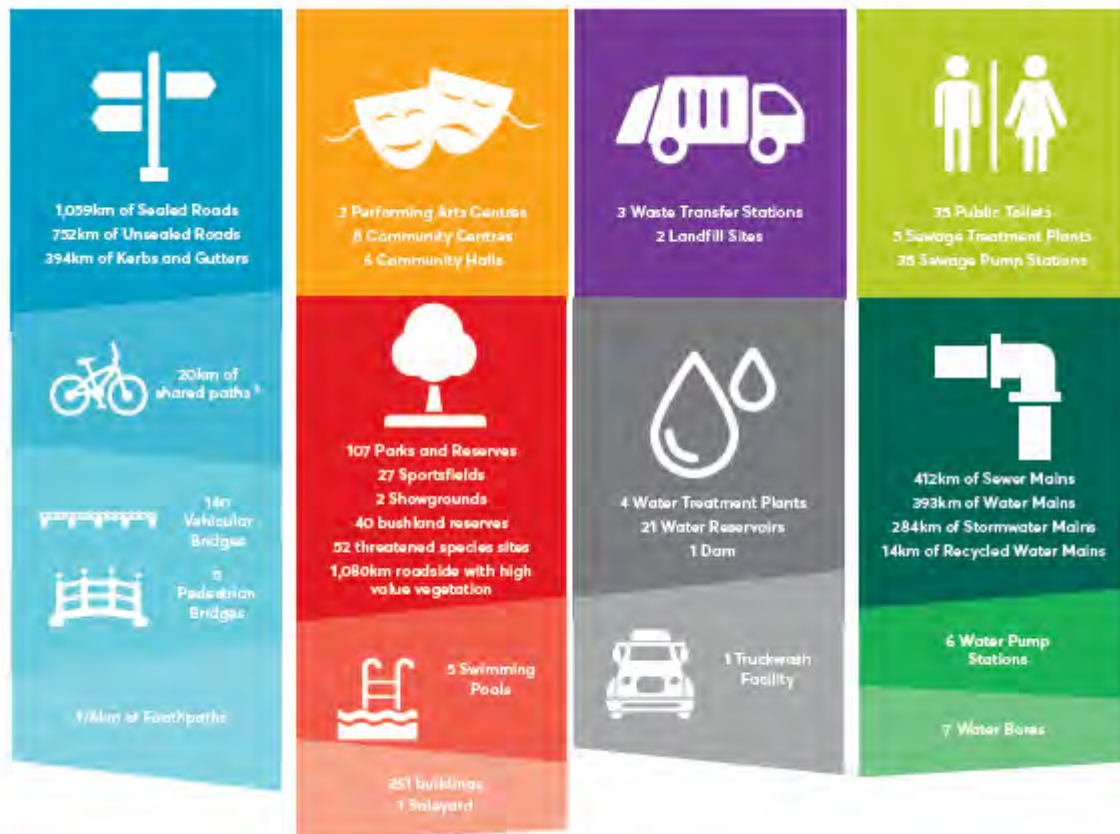
Queanbeyan-Palerang is located in south-eastern NSW and lies adjacent to the Australian Capital Territory (ACT). The local government area stretches to the bottom of the Clyde Mountain in the east, the Shoalhaven River in the north-east, Collector in the north and borders Snowy Monaro Regional Council in the south. The Council came about after a merger in 2016 of the former Queanbeyan City and Palerang councils. QPRC's population for 2018 was 59,959 and is expected to grow to around 79,000 by 2036.





### QPRC Assets

Queanbeyan-Palerang Regional Council has a total asset base of \$1.7 billion. The majority of Council's assets are either road, water or sewer assets, with significant investment made in those categories to ensure assets are maintained and renewed.





### Your elected representatives

Elections for all merged councils were held in September 2017. The Queanbeyan-Palerang community elected 11 councillors. At an Extraordinary Meeting on 20 September 2017, councillors elected Cr Tim Overall as Mayor for a two-year term. The election of Deputy Mayor occurs every 12 months, with Cr Mark Schweikert elected to the position in September 2018, replacing Cr Trevor Hicks.



Cr Tim Overall  
Mayor



Cr Mark Schweikert  
Deputy Mayor



Cr Michele Biscotti



Cr Peter Bray AM



Cr Brian Brown



Cr Trevor Hicks



Cr Radmila Noveska



Cr Trudy Taylor



Cr Pete Harrison



Cr Peter Marshall



Cr Kenrick Winchester

### Our organisation

Queanbeyan-Palerang Regional Council is one of the largest employers in the area, with more than 500 staff members working across a range of services. QPRC's audited Financial Statements show that as at 30 June 2019, 484 full time equivalent staff members (including vacancies) were employed by Council. The organisation structure was slightly adjusted in June 2019 with the Service Manager, Finance moving underneath the Organisation Capability portfolio and the Service Manager, Workplace and Service Manager, Culture and Performance being combined. The structure was endorsed by Council with the Operational Plan in June 2018.



### Our Strategic Pillars and Community Vision

During 2016-17 Council sought the views of the community to ascertain what they want to see happen in the region over the long term. The Community Strategic Plan provides a comprehensive overview of this engagement process. At the macro level, this engagement has identified the community's broad likes and dislikes and the key strategic priorities they would like to see addressed.

The community engagement exercise asked the Queanbeyan-Palerang community to identify their long-term aspirations for the region. This is set out in their Vision of what they want our region to be within the next 10 years and a series of aspirational statements (which set out specific desires within the quadruple bottom-line of community, economy, environment and leadership as well as infrastructure.) These align well with the strategic pillars of Community, Choice, Character, Connection and Capability.

#### **QUEANBEYAN PALERANG** ***Our Vision – Our Future***

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

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





### About this document

The 2018-19 Annual Report has been developed in line with the Office of Local Government's Annual Report and Annual Performance Statement Checklists that are available at [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au)

Over the coming pages, a summary is provided on Council's performance against each of its five Strategic Pillars. Progress of major projects, key performance indication and the financial results of each service aligned to each Strategic Pillar is shown between pages 12-23. Progress updates on all projects aligned to the Strategic Pillars are shown in Appendix 1.

Various legislation or Council policy requires the organisation to report on a number of other matters in the Annual Report. These reports are shown from Page 23 onwards and are referred to as Statutory Declarations.

STRATEGIC  
PILLAR

1

## COMMUNITY

# A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

A SAFE, HARMONIOUS AND HEALTHY COMMUNITY  
LEADING FULFILLED LIVES

### COMMUNITY STRATEGIC PLAN KEY GOAL

### COMMUNITY OUTCOME

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

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

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

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

**1.3 We are a safe community**

The community feels safer and more secure

**1.4 We are a learning community**

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

**1.5 We have an active and healthy  
lifestyle**

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



### 2018-19 financial result

Strategic Pillar 1, Community is made up of four services, Culture, Community, Education and Recreation. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S01 - Culture	(1,898)	4,479	2,581
S02 - Community	(1,734)	3,533	1,798
S03 - Education	(338)	2,932	2,594
S04 - Recreation	(1,731)	2,904	1,173

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.1 QBN - Rusten House Arts Centre refurbishment	In progress	35%	Roofing work complete and building is now weather proof and secure. Tender is underway for internal renovation and fit out. It is expected that internal works will take around two months. Remaining work is external car park and garden. The project is now expected to be completed end of 2019 or January 2020	Community and Education
1.1.5.1 QBN - Barracks Flat Car park	Completed	100%		Transport and Facilities
1.1.5.1 QPR - Aquatic Centre Plant Replacement	In progress	10%	Intended to be an ongoing project where money is allocated on a yearly basis for pool improvements.  \$52K spent of \$60K budget on: * UV repair Indoor Pool - \$9K * Tile Repair - \$3K * UV for Wet Play Area - \$40K Energy Efficiency Assessment on Queanbeyan Plant completed, estimated cost for plant replacement \$750,000.	Recreation and Culture
1.1.5.1 BWD - SCCF - Braidwood Recreation Ground Floodlights	In progress	95%	Additional car park lights to be installed. Savings allows tennis court lights to be upgraded as well.	Urban Landscapes
1.1.5.4 BGD - SCCF - Bungendore Park Change Rooms	In progress	50%	Construction is underway, with slab and blockwork complete.	Urban Landscapes
1.1.5.5 QBN - SCCF High St Amenities Block	In progress	2%	Delays experienced working with sports club, DA lodged, reporting to Council August.	Urban Landscapes
1.1.1.1 QBN - Bicentennial Hall upgrade	In progress	20%	Retractable seating installed, project is ongoing with work expected to be finalised early 2020	Recreation and Culture



STRATEGIC  
PILLAR

2

CHOICE

# A PROSPEROUS QUEANBEYAN-PALERANG

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

## COMMUNITY STRATEGIC PLAN KEY GOAL

## COMMUNITY OUTCOME

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

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

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

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

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

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

### 2018-19 financial result

Strategic Pillar 2, Choice is made up of two services, Business and Health. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S11 - Business	(721)	1,707	986
S12 - Health	(654)	825	171

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 2, Choice can be found at Appendix 1

Action	Status	% complete	Progress comments	Responsible branch
2.1.2.1 QBN - SCCF - Golf Club Amenities - NSW Open Round 2	Complete	100%	Work completed February 2019	Urban Landscapes
2.1.2.1 QBN - Riverside Caravan Park Upgrade	In progress	25%	Project is underway, including refurbishment and management model	Business and Innovation



STRATEGIC  
PILLAR

3

CHARACTER

# A SUSTAINABLE QUEANBEYAN-PALERANG

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

## COMMUNITY STRATEGIC PLAN KEY GOAL

## COMMUNITY OUTCOME

**3.1 We consider the environmental impacts of future development**

The region has quality development which supports the sustainable growth

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

The region's public places are clean and attractive

**3.3 Our natural landscapes and water resources are sustainably managed**

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

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

The community applies good environmental practice in their activities

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

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



### 2018-19 financial result

Strategic Pillar 3, Character is made up of five services, Development, Urban Landscapes, Natural Landscapes, Sustainability and Land-Use Planning. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S21 - Development	(3,157)	5,486	2,329
S23 - Urban Landscapes	(986)	9,474	8,487
S24 - Natural Landscapes	(1,204)	3,352	2,148
S25 - Sustainability	0	288	288
S26 - Land-Use Planning	(397)	2,464	2,066

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
3.1.2.4 QBN - Historical Display Boards	In progress	95%	Signs fabricated, art work complete, ready for installation	Urban Landscapes
3.1.2.5 QBN - SRV - Recreation	In progress	100%	<p>Funding was split between the following projects in 2018:</p> <ul style="list-style-type: none"> <li>Seiffert Oval upgrade amenities</li> <li>Banksia Park playground</li> <li>Lovegrove Park install shade (pictured below)</li> <li>Campese Oval – stage 1 lighting/materials purchase only</li> </ul> <p>All 2018-19 projects complete</p>	Urban Landscapes





STRATEGIC  
PILLAR

4

# A CONNECTED QUEANBEYAN-PALERANG

## CONNECTION

A WELL CONNECTED COMMUNITY WITH GOOD  
INFRASTRUCTURE ENHANCING QUALITY OF LIFE

COMMUNITY STRATEGIC PLAN KEY GOAL	COMMUNITY OUTCOME
<b>4.1 Our transport infrastructure and networks are well planned and maintained</b>	The region's transport network and infrastructure allows for the safe systems approach which allows for the safe ease of movement throughout Queanbeyan-Palerang.
<b>4.2 We plan for and provide access to potable water supplies for communities across our region</b>	The region's potable water supply systems meet national standards and are managed to adequately meet community demand
<b>4.3 We plan for and provide for the management of sewage, stormwater and recycled water within the communities of our region</b>	The region's sewage treatment, stormwater and recycled water systems meet national standards to support public and environmental health in our region
<b>4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems</b>	The region increases waste minimisation and greater recycling levels of our waste
<b>4.5 We plan for and provide regional facilities which promote better social connection and access for the community</b>	Social connection within our region is provided for via access to a range of community facilities across the region
<b>4.6 We undertake planning to ensure infrastructure is prepared for future growth</b>	Changing community demand is met by well planned for and placed infrastructure

## Annual Report 2018-19

### 2018-19 financial result

Strategic Pillar 4, Connections is made up of six services, Transport, Water, Sewer, Waste, Facilities and Logistics. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
S31 - Transport	(7,030)	25,057	18,026
S32 - Water	(4,018)	20,055	16,036
S33 - Sewer	(342)	12,352	12,009
S34 - Waste	(8,109)	9,268	1,159
S35 - Facilities	(334)	4,536	4,202
S36 - Logistics	(2,009)	4,511	2,501

### Key programs and projects

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

Action	Status	% complete	Progress comments	Responsible branch
4.1.1.1 BGD - South Bungendore Drainage - Ellendon to Molonglo St	In progress	95%	Project became the South Bungendore drainage strategy. The document was presented to Council and is now the subject of a Council workshop	Utilities
4.1.1.4 CFL - Bridges - Foxlow	In progress	10%	Council has resolved to engage a consultant to undertake an assessment of the bridge with a report to be presented to Council to outline what works are required to increase the current load limit. Consultant and report to be finalised in the 2019-20 financial year with funding to be sourced to undertake the upgrade works in subsequent years.	Transport and Facilities
4.1.1.6 CFL - Bridge Replacement - Silver Hills	In progress	50%	The design has been completed. Construction is underway onsite. Estimated completion October 2019.	Transport and Facilities
4.1.1.10 CFL - MR270 - Captains Flat Rd - Capital	Completed	100%	Council engaged a stabilisation contractor to complete pavement design and rehabilitate 1km section of Captains Flat Road.	Transport and Facilities
4.1.1.11 QBN - MR584 RRRP Rehabilitation - Fernleigh to Burra	Completed	100%	Project completed	Transport and Facilities
4.1.1.12 BWD - MR92 Section 1 - Construct & Seal - Grants Nerriga Rd	Completed	100%	The construction of Nerriga Road Section 1 - Grants Road is complete	Transport and Facilities
4.1.1.14 BWD - MR270 - RRRP 4.4-6.6km from Araluen Road	In progress	10%	The design has been finalised. Staff are currently working through the Review of Environmental Factors for the project. Works for this project span over 2 financial years (2018-19 and 2019-20). Construction works will commence in 2019-20.	Transport and Facilities



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Action	Status	% complete	Progress comments	Responsible branch
4.1.1.15 BGD - Roundabout on Kings Highway	In progress	5%	The design of the Bungendore roundabout on the Kings Highway is being finalised. Once the design is finalised, Council staff will be going to tender for the construction of the roundabout.	Transport and Facilities
4.1.2.1 QBN - Network - Water	Completed	100%	McKeahnie Street water main replacement and Taylor Place water main - these were completed in 18-19 as planned	Utilities
4.1.2.10 BWD - Upgrade of Shoalhaven Pump building (Braidwood)	Completed	100%	Works complete.	Utilities
4.1.6.1 QBN - Head Office + Smart Hub – Redevelopment (now Queanbeyan Civic and Cultural Hub)	In progress	25%	Cox Architecture has commenced work to develop the concept design for the new head office and smart hub at the new location (257 Crawford St). A number of sub-projects are proposed including, development of workplace strategy and ICT strategy. These will inform the updated concept design. Detail design will follow once concept design and development application have been lodged. Consideration will be given to the most appropriate delivery method for the construction of the new building. The first building was planned to be delivered via design and construction contract to achieve the extremely tight timelines. This contract will be driven more by budget constraints and an alternate delivery method may be more appropriate.	Contracts and Projects
4.1.6.1 Transport Strategy	In progress	99%	The final draft of the Strategy is complete and has been workshoped with Council. Will be sent to the August Council meeting for adoption.	Contracts and Projects
4.1.6.2 QBN - QCBD - smart city: wifi, lighting, parking	In progress	95%	Installation complete, testing of WiFi and smart parking nearing completion	Contracts and Projects
4.1.6.4 QBN - Sewage Treatment Plant Upgrade	In progress	50%	Design is progressing, meeting scheduled with the ACT EPA to establish the licence discharge limits	Contracts and Projects

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Action	Status	% complete	Progress comments	Responsible branch
4.1.6.5 QBN - SCF – River path incl. low level footbridge	In progress	90%	All shared path work is substantially complete. The contractor is being notified of any defects as they arise. The Bridge is 80% completed with hand rails and lighting still to be complete. Approach slabs and main span beam have been installed.	Contracts and Projects
4.1.6.7 QBN - SCCF - River Walk - Round 2	In progress	15%	Design of walkway at the caravan park being completed with the caravan park design	Contracts and Projects
4.1.6.9 QBN – Ellerton Drive extension	In progress	75%	Project currently within time and cost. Traffic will be on the road prior to the planned completion date of mid-2020.	Contracts and Projects
4.1.6.10 QBN – Old Cooma Rd Stage 2: Googong Rd – ELP	In progress	60%	70% of earthworks have been completed, electrical and Telstra relocation has occurred.  Hard rock has been encountered in the north bound lanes with traffic cutover expected prior to the Christmas period.  Completion is still expected in the first quarter of 2020-21	Contracts and Projects



The Queanbeyan River Walk project made significant progress during 2018-19



STRATEGIC  
PILLAR

5

CAPABILITY

# A WELL GOVERNED QUEANBEYAN-PALERANG

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

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



### 2018-19 financial result

Strategic Pillar 5, Capability is made up of six services, People, Technology, Financial, Risk, Strategy and Executive. The financial information below excludes capital income and expenditure.

Service	Total Income \$,000	Total Expenditure \$,000	Budget Result (Net Service Cost) \$,000
<b>S41 - People</b>	(40)	998	958
<b>S42 - Technology</b>	(32)	1,900	1,868
<b>S43 - Financial</b>	(135,168)	2,949	(132,218)
<b>S45 - Risk</b>	(114)	1,489	1,374
<b>S51 - Strategy</b>	(29)	1,291	1,261
<b>S52 - Executive</b>	(11,967)	5,968	(5,999)

### Key programs and projects

A full list of programs and projects associated with Strategic Pillar 5, Capability can be found at Appendix 1

Action	Status	% complete	Progress comments	Responsible branch
<b>5.1.3.2 QPR - Hardware Refresh – IT equipment-</b>	In progress	99%	Network switch upgrade project at all locations – 40+ switches have been replaced at 24 sites, across all three major office locations. Some minor configurations to be completed at two sites - Family Day Care and the Queanbeyan Visitor Information Centre. Family Day Care site may not require the network link upgrade since there is only a single user now, one day/week.	Digital
<b>5.1.3.3 QPR - Ipad/Laptop - Remote Access for Staff</b>	In progress	60%	35 laptops have been issued to level 5 and 6 staff.	Digital
<b>5.1.3.4 – Update of Council's core operating software</b>	Complete	100%	On 12 June, Council went live with the TechnologyOne One Council solution. This consolidated a number of systems from the two former councils that had impacted business processes. Included in this project was: <ul style="list-style-type: none"> <li>• Core property and rating</li> <li>• Customer requests</li> <li>• Records management</li> <li>• Payroll</li> <li>• Regulatory</li> </ul> The development of this solution took considerable staff resources over an 18-month period. The solution went live on 12 June, allowing for Council to issue rates noticed on 1 August from the new system.	Digital

### Statutory Disclosures

#### Special rate variation

The former Queanbeyan City Council gained approval for a one-off Special Rate Variation of 5.8% in 2010. The 5.8% increase was applied in the 2010-11 financial year and has remained in the rate base since.

The Special Rate Variation was introduced to fund the CityCARE program of works, including the maintenance and renewal of roads, footpaths and parks and sportsfields in the former Queanbeyan City Council local government area. The projects funded by this Special Rate Variation in 2018-19 are identified in Council's Operational Plan and are listed below:

Special Rate Variation - Former Queanbeyan City Council	2018-19 Budget \$,000
Bitumen sealing	441
Road rehabilitation	261
Footpath replacement	225
Footpath grinding	66
Banksia Park playground	85
Lovegrove Park – install shade sails	66
Campese Oval – stage 1 sportsfield lighting	75
Seiffert Oval – upgrade amenities and improve camera platforms	90
<b>Total SRV Program Works</b>	<b>1,309</b>

#### Rates and charges written off

Rates and charges written off	Amount \$,000
Rates relief	5
Rates and charges (pension concessions)	906
Special Rate Variation pension concessions (Council-funded) Queanbeyan only	66
Water undetectable leak write offs	17
Small balance/interest write offs	3

#### Overseas visits

Council's Service Manager, Legal and Risk, in his capacity as Chair of Statewide Mutual Insurance, attended insurance negotiations and briefing with insurers in London in April 2019. All expenses were met by Statewide Mutual.

Council's Planning and Productivity Coordinator visited Happy City in Bristol (a UK Think Tank) on 17 October 2018 to discuss measuring community wellbeing at the local government level. The trip was privately funded by the Coordinator who was on annual leave at the time. The only cost to QPRC associated with the visit was a return train fare London-Bristol (\$AUD63.00).

## Annual Report 2018-19

### Contracts awarded

Council awarded the following contracts valued at more than \$150,000 during the 2018-19 financial year:

Nature of contract	Name of Contractor	Contract amount
Contract: 10014581 Construction of Braidwood Waste Transfer Station	R D Miller Pty Ltd	\$4,589,755
Contract 1400558 Augmentation of Captains Flat Sewage Treatment Plant	Poonindie Pty Ltd (T/As Ted Wilson and Sons)	\$2,923,438.20
Concept design for Queanbeyan Head Office and Smart Hub	Cox Architecture	\$399,094
Contract: 14-2018 Minor Works and Services Panel	<p>Category 1: Industrial Electricians</p> <ul style="list-style-type: none"> <li>Rex Barrett Industries Pty Ltd</li> <li>R &amp; D Technology Pty Ltd</li> <li>Gasnier's Electrical</li> <li>EMT Pty Ltd</li> </ul> <p>Category 2: Concreters</p> <ul style="list-style-type: none"> <li>A and J Power Formwork PTY LTD</li> <li>Grindstones Australia Pty Ltd</li> <li>The Australian Grinding Company Pty. Ltd.</li> </ul> <p>Category 3: Fire Equipment Services and Maintenance</p> <ul style="list-style-type: none"> <li>Wormald Australia</li> <li>Control by Integration P/L</li> <li>Fire Service Plus</li> <li>FS Solutions (ACT) Pty LTD</li> </ul> <p>Category 5: Auto Electrician Services</p> <ul style="list-style-type: none"> <li>B &amp; K L MCGRATH T/A Braidwood Auto Electrics</li> </ul> <p>Category 7: Sullage Services</p> <ul style="list-style-type: none"> <li>Pinnacle ACT Pty Ltd</li> </ul> <p>Category 8: Laboratory Testing - Geotechnical and water/wastewater</p> <ul style="list-style-type: none"> <li>D&amp;N Geotechnical Pty Ltd</li> </ul> <p>Category 9: Automatic Door - Service and Repairs</p> <ul style="list-style-type: none"> <li>Future Electrical Technologies Pty Ltd</li> <li>Tormax Australia Pty Ltd</li> <li>Sun-Power Auto Gates</li> </ul> <p>Category 10: Roadside Spraying and slashing</p> <ul style="list-style-type: none"> <li>Braidwood Ground Spraying</li> <li>Asset Arbor</li> <li>Burgess Horticultural Services</li> <li>Arbor Management Australia</li> </ul> <p>Category 11: Electronic Security Services</p> <ul style="list-style-type: none"> <li>Future Electrical Technologies Pty Ltd</li> <li>Control By Integration</li> <li>Fredon Security</li> </ul> <p>Category 12: Water/Wastewater Mechanical &amp; Hydraulic Engineering Services</p> <ul style="list-style-type: none"> <li>DEKORT SYSTEMS PTY LTD T/as DeKort Pumps</li> <li>EMT Pty Ltd</li> </ul>	Schedule of rates



## Annual Report 2018-19

Nature of contract	Name of Contractor	Contract amount
	<p>Category 13: Generator - Service, Inspection &amp; Maintenance</p> <ul style="list-style-type: none"> <li>• Genplus Hire Pty Ltd AFT The Doggett Business Trust</li> <li>• EMT Pty Ltd</li> </ul> <p>Category 14: Asbestos Assessor/consultancy service</p> <ul style="list-style-type: none"> <li>• Keane Environmental Pty Ltd</li> <li>• OCTIEF PTY LTD</li> <li>• Robson Environmental Pty Ltd</li> </ul> <p>Category 15: Cranes – Service, Inspection &amp; Maintenance</p> <ul style="list-style-type: none"> <li>• All-Ways Crane Services Pty Ltd</li> <li>• Bullivants</li> </ul> <p>Category 16: Water/Wastewater Telemetry Systems</p> <ul style="list-style-type: none"> <li>• R &amp; D Technology Pty Ltd</li> <li>• 360 Engineering Pty Ltd</li> <li>• Automation Group</li> <li>• Alliance Automation</li> <li>• ACT Fibre Optic &amp; Wireless Pty Ltd</li> </ul> <p>Category 17: Service Locators</p> <ul style="list-style-type: none"> <li>• Pinnacle ACT Pty Ltd</li> <li>• Utility Mapping (Aust) Pty Ltd</li> </ul> <p>Category 18: Vehicle and Plant Mechanics</p> <ul style="list-style-type: none"> <li>• S&amp;K Bevege T/A S Bevege Mechanical Repairs</li> <li>• Hydraulic Doctors Pty Ltd</li> <li>• Pinnacle ACT Pty Ltd</li> </ul> <p>Category 19: Survey and Design Services</p> <ul style="list-style-type: none"> <li>• Apex Archaeology</li> <li>• Coleman Engineering Services Pty Ltd</li> <li>• Crossroads Civil Design Pty Ltd</li> <li>• Dedden Land &amp; Water Pty Ltd</li> <li>• Jones Nicholson Pty Ltd</li> <li>• Macrozamia Environmental</li> </ul> <p>Category 20: Architectural Services</p> <ul style="list-style-type: none"> <li>• Edmiston Jones</li> <li>• WSP Australia Pty Ltd</li> <li>• Maria Filardo</li> <li>• PHL surveyors</li> <li>• SKYVIEW SURVEY PTY</li> <li>• Indesco Pty Ltd</li> <li>• WSP</li> </ul>	
Contract: 2019-20 Construction of Old Cooma Rd Duplication – Stage 2	WBHO Infrastructure Pty Ltd	\$29,146,065.98
Contract: Q18-18 Internal Audit Services	O'Connor and Marsden Associates	\$144 per hour
Contract: 2019-20 New playground at Ryrie Park, Braidwood	CRS Creative Recreation Solutions Pty Ltd	\$500,000
Contract: 2019-27 Queanbeyan River shared path bridge design and construction	TOISCH Pty Ltd	\$439,231.82

## Annual Report 2018-19

Nature of contract	Name of Contractor	Contract amount
Contract: 2019-39 Supply and installation of sportsground floodlighting at Campese Oval, Queanbeyan	Gasnier's Electrical	\$227,000
Contract: 2019-40 Supply and Delivery of four 14 Tonne Self Propelled Smooth Drum Vibratory Rollers	Westrac Pty Ltd	\$622,600
Contract: 10020911 Demolition of two decommissioned water service reservoirs in Queanbeyan	AGH Demolition & Asbestos Removal Pty	\$196,513
Contract: 19/2018 Project Management Services - Queanbeyan Sewage Treatment Plant upgrade	Turner and Townsend Pty Ltd	\$3,417,468
Contract: 12/2015 Design consulting services – Queanbeyan Sewage Treatment Plant upgrade	Hunter H2O Holdings Pty Ltd	\$8,519,012.46



**The current Queanbeyan Sewage Treatment Plant. Contracts were awarded for the concept design and project management services for the upgrade of the facility.**

### Legal Proceedings

The Council is required to report on costs that relate to legal proceedings taken by or initiated against Council in addition to a précis of the state of progress of each legal proceeding and the result. In the financial year ending 30 June 2019, Council expended \$746,614 on legal costs which included \$132,698 on litigation and court proceedings.

Council receives quarterly reports on the status and costs of legal matters.

The following matters have been dealt with by the courts.

Description of matter	Action	Result	Expenses 2018-19	Costs awarded
<b>NSW Land and Environment Court.</b>				
<b>Appeal against DA refusal for roof top garden</b>	Heard in the Land and Environment Court	The Appeal was dismissed and the refusal upheld. An enforcement order is being progressed.	\$56,335	Nil at this stage.
<b>Appeal against conviction in the Local Court for illegal earthworks</b>	Heard in the Land and Environment Court and originally in the Local Court.	After consideration on Local Court, Land and Environment Court and an Appeal to the Court of Criminal Appeal. The matter was determined in Council's favour	\$40,645	\$12,000 initially awarded by Local Court. Expected once assessed costs awarded to Council will be in the \$100,000 range.
<b>Sub Total</b>			<b>\$96,980</b>	<b>Approx. \$100,000</b>
<b>NSW Local Court</b>				
<b>SEWOL prosecutions in accordance with Road Transport (General) Act 2005</b>	Heard in the Local Court	Court upheld penalty infringement notices issued.	\$24,628	\$41,518
<b>Prosecution in respect of tampering with water meter</b>	Heard in the Local Court	Defendant pleaded guilty	\$4,416	nil
<b>Miscellaneous Dog Matters</b>	Heard in the Local Court	Minor matters prosecuted in Local Court. All were successful.	\$6,674	Varied
<b>Sub Total</b>			<b>\$35,718</b>	<b>Approx. \$41,518</b>
<b>Total</b>			<b>\$132,698</b>	<b>Approx. \$142,000</b>

Some issues are currently under investigation and have not been included in the above summary. Seven matters are likely to be resolved in court and Council has incurred expenses totalling \$67,415 to 30 June 2019 in respect of these matters.

Specialised planning advice costs have been significant with the majority of costs relating to significant projects including Googong, South Tralee, the Dargues Reef Mine and a proposed recreation shooting range near Collector. These totalled \$259,329.

Legal costs associated with the Ellerton Drive extension project were \$35,539. A significant expense has been independent reviewing and legal costs associated with Code of Conduct complaints relating to elected members totalling \$73,659. The balance of non-court legal costs (\$177,974) was for general legal advice, potential litigation, land acquisition and sales, leasing, insurance, legal document preparation and similar matters.



### Donations and contributions

In accordance with the Donations Policy and by separate resolution, Council made the following donations and contributions during the 2018-19 financial year.

#### Public Schools

Public schools located within the QPRC Local Government Area received a donation for their annual prize giving/speech day ceremonies. The donation was increase by the annual rate peg amount, rounded up to the nearest \$5 starting from \$100.

#### Donations equivalent to ordinary rates

A donation equivalent to the ordinary rates levied for the year to the following organisations and facilities located within the Queanbeyan-Palerang Regional Council Local Government Area:

- Any Scouts Australia group
- Braidwood & District Historical Society
- Braidwood Show Society
- Any Country Women's Association branch
- Any service club including Lions and Rotary
- Any registered pre-school
- Bungendore War Memorial Hall
- Araluen Community Hall
- Charleys Forest Community Hall
- Gundillion Community Hall
- Majors Creek Community Hall
- Nerriga Community Hall
- Any men's shed registered with the Australian Association of Men's Sheds

**Note:** The Captains Flat Community Hall, and Queanbeyan halls and community centres are under Council's control.

#### Cultural assistance scheme

- Queanbeyan Art Society for marketing and prizes for annual Art Exhibition - \$1,500
- Karabar High School to assist with venue hire, marketing and some material costs for art exhibition - \$1,500
- ACT Maori Performing Arts Inc to assist with the presentation of Waitangi Day 2019 - \$1,500
- Bungendore Quilters Inc to assist in presentation of annual exhibition event - \$1,500.

#### Sports Assistance Scheme

- Kimberley Grant to support attendance at 2019 Touch Football World Cup - \$600
- Queanbeyan Leagues Amateur Swim Club for Kara Virgo to attend the 2019 Australian National Age Championships - \$300
- Queanbeyan YMCA for Tahlya Smith to attend the 2019 Rhythmic Gymnastics World Championships - \$600
- Macedonian Cup Football Tournament - \$2,000 for ground hire and up to \$700 for provision of marquees

#### Heritage Assistance grants

In conjunction with the NSW Heritage Office, a Local Heritage Places Fund has been established by QPRC. This provides grants for work on heritage properties including those listed in one of the applicable local environmental plans or on the State Heritage Register as it applies to Braidwood or to properties within a heritage conservation area in the local

government area. The aim of the project is to encourage and support as much positive work on heritage items as possible.

- Braidwood Showground - \$2,500
- 116 Wallace Street Braidwood - \$3,000
- 28 Meredith Street Queanbeyan - \$3,500
- 55 Stornaway Road Queanbeyan - \$2000
- 12 Alice Street Queanbeyan - \$2500
- Braidwood Pharmacy - \$2,000
- 198 Wallace Street Braidwood - \$3,000
- 64 Lascelles Street Braidwood - \$3,750
- 25 Park Street Queanbeyan - \$2,000
- 10 Gibraltar Street Bungendore - \$2,000
- 33 Elrington Street Braidwood - \$2,250
- 11 Meredith Street Queanbeyan - \$1,500

### Other donations

- At its meeting on 27 March 2019, Council resolved to waive the hall hire fee of the Library Meeting Room following a request from the Monaro Police District and the Queanbeyan Muslim Community for the provision of a prayer venue during the Holy Month of Ramadan in May-June 2019. This resulted in hire fees of \$2,700 being waived.
- Monaro Panthers for hosting of Kanga Cup 2019 - \$14,000

## Annual Report 2018-19

### General donations program

Council established a Donations Policy in 2017-18, providing for three categories of grants, including general donations. Applications were sought in March and closed in May 2018. Decisions for the 2018-19 Annual Community Grants Program were made at the Council Meeting of 27 June 2018.

Organisation/group	Donation value
ACT Maori Performing Arts	\$1,000
Anglicare Food Fair Queanbeyan	\$2,000
Australian Red Cross	\$2,000
Braidwood Girl Guides	\$500
Braidwood Life Centre	\$2,000
Braidwood Lions Club	\$500
Braidwood Quilters	\$1,000
Bungendore Hoedown	\$1,000
Bungendore Playgroup	\$500
Bungendore Spring Ball	\$1,000
Campbell Page Helping Hands Program	\$1,000
Captains Flat Community Association	\$500
Charity Book Fair	\$2,000
Fernleigh Park s.355 Committee	\$1,500
1 <sup>st</sup> Tinderry Scout Group	\$1,000
Googong Mainly Music	\$500
Greek Orthodox Church of St Demetrios	\$500
High Street Care	\$2,000
HOME in Queanbeyan	\$500
Jerrabomberra Combined Probus Club	\$1,000
Jerrabomberra Playgroup	\$2,000
Karabar Housing Cooperative Ltd	\$2,000
Karabar Preschool	\$500
Knitters Guild NSW	\$432
Life Education NSW	\$2,000
Lions Club of Queanbeyan	\$2,000
Queanbeyan Arts Society	\$2,000
Queanbeyan Bush Poets	\$500
Queanbeyan Camera Group	\$500
Queanbeyan Landcare Inc	\$500
Queanbeyan Legacy	\$1,000
Queanbeyan Quilters Inc	\$2,000
Queanbeyan Red Cross	\$500
Queanbeyan Show Society Inc	\$500
Queanbeyan Sing Australia Community Choir	\$500
Queanbeyan Toastmasters	\$500
QWriters	\$500
Red Nose	\$1,500
Rotary Club of Canberra Inc	\$500
SPANQb – Suicide prevention Awareness Network Queanbeyan	\$2,000
St Benedicts Community Centre	\$2,000
The City of Queanbeyan Pipes and Drums Band	\$1,000
The Shepherd Centre for Deaf Children	\$2,000
Twin City Church	\$1,000
University of the Third Age	\$1,000
Upper Murrumbidgee Catchment Network Inc	\$500
VIEW Clubs – Queanbeyan, Lake George and Bungendore	\$2,000
WayAhead Mental Health Association / Anxiety Support Group	\$330
Wildcare Queanbeyan Inc	\$2,000



### Equal Employment Opportunities (EEO) Management Plan

Council's Equal Employment Opportunity (EEO) Policy and Plan continue to be reviewed to take into account the development and administration of Council's Reconciliation Action Plan, Disability Action Plan and the Workforce Management Strategy for 2019-20. Former Council policies and practices continue for Council's recruitment and selection, training and development, promotion and temporary transfer and terms and conditions of employment processes.

### EEO Statistical Information

With the implementation of a new Human Resource Management Information System, Council employees were requested to update their personal information in relation to identified EEO groups – i.e. self-identify if they come from a culturally diverse background or if they are Aboriginal or have a disability.

At the end of the 2018-19 financial year, the percentage of staff members for Council within each target group were as follows

Group	2017-18	2018-19
Women	34.8%	44.5%
Culturally Diverse	11.3%	12.2%
Aboriginal	2%	1.22%
Disability	1%	1%

There was an increase of female and culturally diverse staff employed over the year compared with the 2017-18 financial year. Aboriginal staff numbers decreased slightly and people with a disability working in Council remained the same.

The age demographics for all Council employees are outlined below. The decrease of 8.9% of staff over the age of 40 was balanced by the equivalent percentage increase of staff working at Council below the age of 40 – reflecting older workers retiring and Council actively recruiting younger employees as trainees.

Age Group – Staff aged:	% 17-18	% 18-19
Less than 20 years	0.7%	3.8%
20 to 29 years	12.7%	18.3%
30 to 39 years	15.2%	15.4%
40 to 49 years	25.6%	20.8%
50 to 59 years	32.9%	29%
60 to 69 years	10.7%	11.3%
70 years or older	2.2%	1.4%

## Activities to Implement Equal Employment Opportunities (EEO) Management Plan

Objective	Activities
<b>A. Communication and Awareness</b> <i>Continual communication of the responsibilities of Council's EEO principles and practices to all current and potential employees through proactive presentations and other communication mechanisms.</i>	<p>EEO principles and practices are measured through staff responses to Council's cultural survey. The subsequent actions developed within teams aim to address highlighted team issues, including EEO.</p> <p>Managing diversity matters are built into topics and workshops for our leadership cohort's regular meetings.</p> <p>Additionally, all people processes (as described below) include a diversity and equity component.</p>
<b>B. Recruitment and Selection</b> <i>To ensure that all recruitment and selection in Council is undertaken in accordance with Council's policy and procedures, is inclusive and reflects Council's EEO and merit principles.</i>	<ul style="list-style-type: none"> <li>Emerging from Local Government Act protections for existing employees, Council is further developing recruitment and selection activities to ensure a fair and equitable process for all candidates choosing to apply for roles.</li> <li>As outlined in former years, Council's processes ensure that selection panels were made up of staff members which were representative of the different EEO groups. In particular, an Aboriginal staff member was on every selection panel for vacant positions that attracted applications from Aboriginal or Torres Strait Islander candidates.</li> <li>All job advertisements for vacancies within Council encourage applications from groups identified in the EEO Policy and Plan.</li> </ul>
<b>C. Training and Development</b> <i>To review training and development policies and procedures to ensure they conform with EEO principles, which incorporates opportunities for training and development for EEO target group members</i>	<ul style="list-style-type: none"> <li>Learning and Development for the financial year focused on Work Health and Safety compliance and job specific requirements.</li> <li>Council's Learning and Development Plan takes into account the development requirements for the organisation and its future workforce requirements.</li> <li>Study assistance continues to be provided for staff and Council's traineeship program has seen an increase in the demographic for young people under 20.</li> </ul>
<b>D. Promotion advancement and higher duties.</b> <i>To ensure all instances of promotion, transfer and the allocation of higher duties offered following fair and consistent processes where eligible employees receive due consideration where applications are received and merit is established.</i>	<ul style="list-style-type: none"> <li>Since the three-year anniversary of the merger in mid May 2019, Section 354H of the Local Government Act 1993 no longer applied. This meant vacancies did not need to be advertised internally to assess staff suitability before a vacant position is advertised externally.</li> <li>Nevertheless, staff continue to access advancement opportunities with 38 employees receiving a promotion or transfer during the year.</li> </ul>
<b>E. Grievance Procedures</b> <i>To ensure any grievance that is raised is treated equitably and in accordance with Council's procedure.</i>	<ul style="list-style-type: none"> <li>All formal staff complaints or grievances notified were dealt with in accordance with Council's processes and treated in a fair and transparent way.</li> </ul>
<b>F. Internal Partnerships</b> <i>Council is committed to working with target groups to assist in implementing and considering EEO principles in their decision making processes.</i>	<ul style="list-style-type: none"> <li>Council's Workplace Consultative Committee is consulted on those matters within their constitution and scope in accordance with the <i>Local Government (State) Award 2017</i>.</li> <li>Council continued to tap into the younger employee cohort through a Workplace Innovation Group (WIG).</li> </ul>

### Chief Executive Officer remuneration package

The CEO's total remuneration package comprising salary and superannuation, was valued at \$332,749 plus a vehicle allowance.

### Senior staff remuneration package

Queanbeyan-Palerang Regional Council employed four senior staff members (excluding the CEO) during 2018-19. The total remuneration package for senior staff was \$1,059,593.65 (including superannuation and payments that were not included in a salary portion of their package).

### Mayor and councillor expenses

The local government election was conducted in September 2017. From this election, 11 councillors were elected. At an Extraordinary Meeting on 20 September 2017, Cr Tim Overall was elected Mayor for a two-year term.

Item	2018-19
<b>Fee payments</b>	
Mayor	43,170
Councillors	217,689.12
<b>Total payments</b>	<b>260,859.12</b>
<b>Expenses and facilities</b>	
Membership to associations	1,481.82
Other operating expenses	1,513.64
Printing, stationary and office supplies	280.75
Catering – internal staff	549.09
Catering – civic function	227.27
Training	19,887.79
Internal plant charges	31,911.60
Conferences and seminars	10,102
<b>Total expenses and facilities</b>	<b>65,953.96</b>
<b>Delegations and visits</b>	
<b>Delegation and Visits</b>	<b>0.00</b>
Interstate	0.00
Overseas	0.00
<b>Total delegation and visits</b>	<b>0.00</b>
<b>Total</b>	<b>326,813.08</b>



### Councillor Induction and Professional Development

#### Attendance of councillors at conferences and seminars:

- Crs Overall, Harrison, Hicks, Schweikert, Taylor and Biscotti attended the 2018 LGNSW Annual Conference
- Cr Overall attended the ALGA National General Assembly in June 2019

#### Training and development:

- Cr Harrison attended training for the Audit, Risk and Improvement Committee in March 2019
- Cr Tim Overall attended “The Big Ideas Forum” in April 2019.
- 10 Councillors attended Code of Conduct training in May 2019.

#### Names of mayor and each Councillor who participated in any ongoing professional development program during the year:

- Cr Tim Overall (Mayor)
- Cr Kenrick Winchester
- Cr Michele Biscotti
- Cr Peter Bray
- Cr Mark Schweikert
- Cr Pete Harrison
- Cr Brian Brown
- Cr Radmila Noveska
- Cr Peter Marshall
- Cr Trevor Hicks

### Councillor attendance at meetings

At the September 2018 Ordinary Council meeting, Council resolved:

*322/18 - Attendance at meetings by Councillors as delegates and representatives on Council committees, organisational committees, statutory committees, locality committees and advisory committees be published in the QPRC Annual Report.*

A summary of Council attendance at all Council and Committee meetings is shown in **Appendix 2**

### Stormwater levy

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

During 2018-19, stormwater rehabilitation works were undertaken on the next tranche of identified works. This rehabilitation work will improve the existing stormwater services network. Further condition inspection and rehabilitation works need to continue to improve the stormwater network system improvement.

Stormwater management plans are currently under development for Bungendore and Braidwood.

### Swimming pool inspections

Under section 22F (2) of the *Swimming Pools Act 1992*, Council is required to report on its activities regarding swimming pool inspections.

During the period 1 July 2018-30 June 2019, Queanbeyan-Palerang Regional Council undertook the following:

Swimming pool inspections	
Inspections of Tourist and visitor accommodation	9
Inspections of dwellings with more than 2 dwellings	4
Inspections resulting in Compliance Certificates under Clause 21 of the Swimming Pool Regulations	31
Inspections resulting in Non-Compliance Certificates under 18B	2

### Partnerships, cooperatives and joint ventures

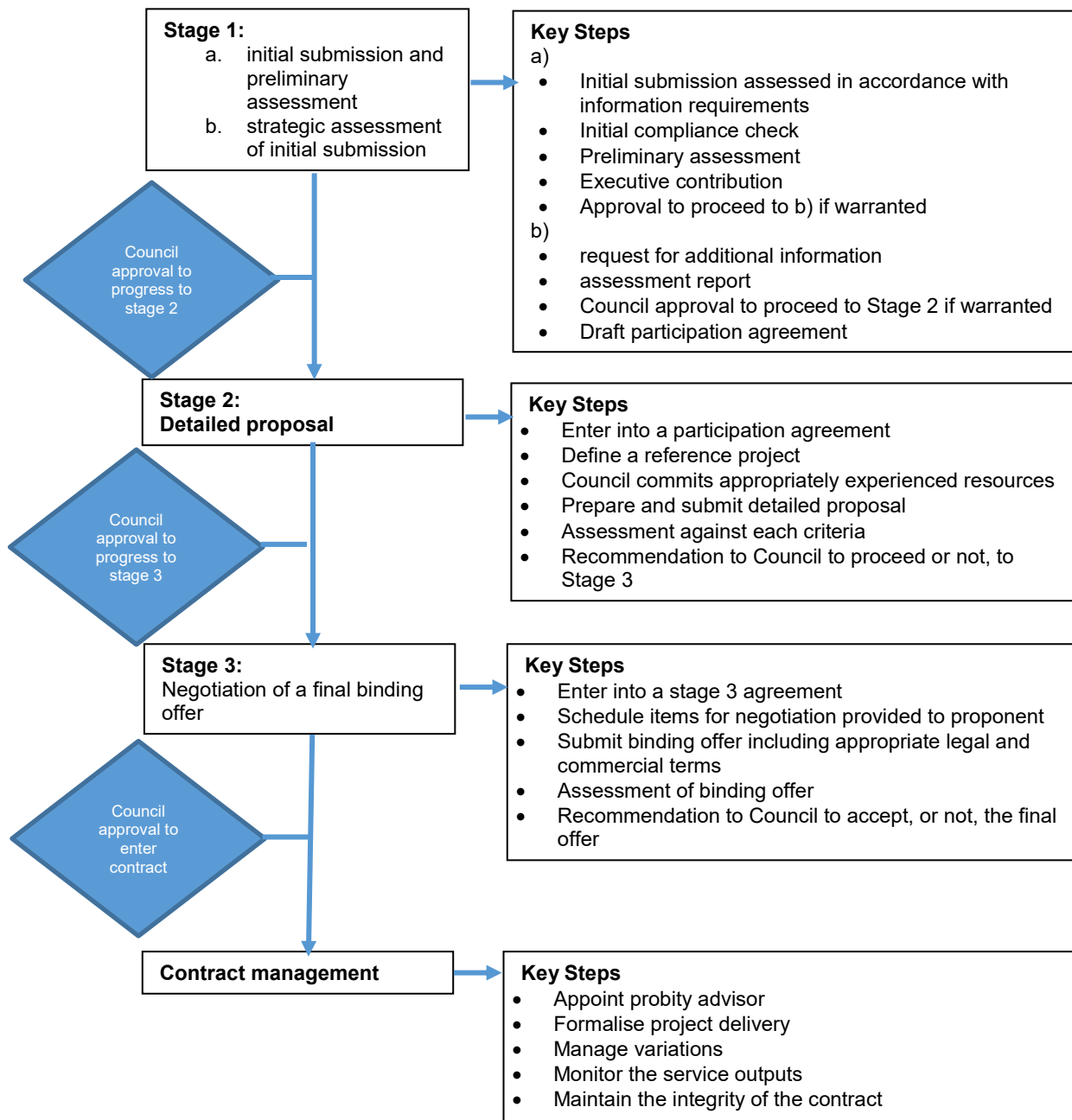
Council has an interest or membership of the following organisations in accordance with the under-listed arrangements:

- Statewide Mutual - A mutual pool scheme providing liability and general insurance cover to NSW councils.
- StateCover Mutual – A mutual providing workers compensation insurance cover to NSW councils.
- South East Weight of Loads (SEWOL) – Council has a management role and has four inspectors in two vehicles patrolling roads in 11 constituent councils of the region.
- ACT and NSW Strategic Land Use and Infrastructure Planning Group.
- Joint Regional Planning Panel which provides merit-based decision making on regional development within the framework of the NSW planning system.
- Canberra Region Joint Organisation (CRJO) is a regional organisation, with a membership of 10 Councils. The CRJO also has associate members and affiliate members. Associate members being the ACT Government, Wagga Wagga City Council, East Gippsland Shire Council and Affiliate membership with Canberra Airport. The purpose of the CRJO is to facilitate opportunities and partnerships to create sustainable vibrant communities. CRJO has developed several special purpose interest groups for regional resource sharing and information exchange. The CRJO was constituted in accordance with the *Local Government Act 1993* on 1 July 2018.
- Southern Phone Company - \$2 shareholder.

## Unsolicited Proposals

From time-to-time, Council receives unsolicited proposals from parties seeking to partner with Council in a development or project. To provide some guidance and structure in dealing with such representations, Council has adopted a Procedure for Dealing with Unsolicited Proposals. In summary the process is in stages as outlined below:

### Key stages in the consideration of unsolicited proposals





Council did not receive any new unsolicited proposals during 2018-19, however continued to progress two previously submitted proposals. Firstly, from Downtown Q Pty Ltd for development of Council land in the civic centre precinct where stage 1 has been delivered and Council has approved the proposal progressing to stage 2.

Moran (Queanbeyan) Pty Ltd has presented a concept to Council which is very preliminary and is being considered at the stage 1 level.

In future years more detail of these proposals will be outlined.

### **Privacy and Personal Information ACT 1998**

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

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

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

Council collects personal information for the following purposes:

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

The purpose for collecting this information is to allow Council to complete its statutory responsibilities under the Local Government Act 1993 and other legislation. Under the provisions of the PPIP Act individuals have the right to access their own personal information that we hold.

No applications were made for information under the Act during 2018-19 and no review of the Act or Council's procedures were required. Further information on gaining access to this information can be obtained from Council's Public Officer on 6285 6513.

### Disability Inclusion Action Plan

The QPRC Disability Inclusion Action Plan 2017-21 is guiding Council to meet its requirements under the *NSW Disability Inclusion Act 2014*.

The plan has four focus areas:

- Creating Liveable Communities
- Improving Access to Services through better Systems and Processes
- Promoting Positive Community Attitudes and Behaviours
- Supporting Access to Meaningful Employment.

A detailed implementation plan and evaluation framework supports the plan and measures our progress. An Access Committee with representatives from across the region is overseeing the implementation of the plan.

### Annual Progress for 2018-19

- Council continues to be committed to consulting with people with disability on a variety of issues through its Access Committee and the interagency groups.
- An Accessible Event Checklist was created and added to the Event Guide that is provided to event organisers
- Disability Awareness and Inclusive Practice was added to the compulsory online training for all staff.
- The region's first adult change table was installed at the Queanbeyan Aquatic Centre, enabling people with disability to participate in aquatic activities. The



Di Grandjean, mother of 19 year old James who has high support needs says "James has not been able to attend our local pool since 2003 because of the lack of appropriate change facilities for his needs. The adult change table means James is now able to return to his love of swimming and water because he can be changed in a safe and dignified manner".

installation of the height adjustable adult change table will complement the existing pool hoist and amphibious wheelchair in the wet play area. The adult change table was made possible through a successful NSW ClubGRANTS application submitted by Tim O'Hare of AbilitySeer who is an active member of the newly formed QPRC Access Committee. As a community, it is so satisfying to see what a difference we can make together.

### Public Interest Disclosures Act 1994

Council is required as a public authority to report half yearly on any public interest disclosures that are reported. No disclosures were reported or finalised in the current year.

Council has established an internal reporting policy and the CEO has taken action to promote staff awareness of Council's obligations including:

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

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



### External bodies exercising Council functions

The following external bodies have been delegated functions by Council for 2018-19:

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

### Controlling interests in companies

Council does not have a controlling interest in any companies.

## Annual Report 2018-19

### Government Information (Public Access) Act 2009 - statistical report

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

Reviews carried out by the agency	Information made publicly available by the agency
No	No

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

Total number of applications received
7

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

Number of Applications Refused	Wholly	Partly	Total
	0	0	0
% of Total	0%	0%	

## Annual Report 2018-19

**Schedule 2 Statistical information about access applications to be included in annual report Table A: Number of applications by type of applicant and outcome\***

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Media	0	0	0	0	0	0	0	0	0	0%
Members of Parliament	0	0	0	0	0	0	0	0	0	0%
Private sector business	0	0	0	0	0	0	0	0	0	0%
Not for profit organisations or community groups	0	0	0	0	0	0	0	0	0	0%
Members of the public (by legal representative)	2	0	0	1	0	0	0	1	4	57%
Members of the public (other)	3	0	0	0	0	0	0	0	3	43%
<b>Total</b>	<b>5</b>		<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	
<b>% of Total</b>	<b>72%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>		<b>100%</b>

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

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

	Access Granted in Full	Access Granted in Part	Access Refused in Full	Info not Held	Info Already Available	Refused to Deal with Application	Refused to Confirm/Deny whether information is held	Application Withdrawn	Total	% of Total
Personal information applications*	1	0	0	0	0	0	0	0	1	14%
Access applications (other than personal information applications)	2	0	0	0	0	0	0	0	2	29%
Access applications that are partly personal information applications and partly other	2	0	0	1	0	0	0	1	4	57%
<b>Total</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>7</b>	<b>100%</b>
<b>% of Total</b>	<b>72%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>		

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



**Table C: Invalid applications**

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

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

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

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

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

Personal details (*name address, phone number etc.*) is never released by the Council and is redacted in any information provided.

	Number of times consideration used*	% of Total
Responsible and effective government	0	0%
Law enforcement and security	0	0%
Individual rights, judicial processes and natural justice	5	86%
Business interests of agencies and other persons	1	14%
Environment, culture, economy and general matters	0	0%
Secrecy provisions	0	0%
Exempt documents under interstate Freedom of Information legislation	0	0%
<b>Total</b>	<b>6</b>	

**Table F: Timeliness**

	Number of applications	% of Total
Decided within the statutory timeframe (20 days plus any extensions)	7	100%
Decided after 35 days (by agreement with applicant)	0	0%
Not decided within time (deemed refusal)	0	0%
<b>Total</b>	<b>7</b>	

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

	Decision varied	Decision upheld	Total	% of Total
Internal review	0	0	0	0%
Review by Information Commissioner*	0	0	0	0%
Internal review following recommendation under section 93 of Act	0	0	0	0%
Review by NCAT	0	0	0	0%
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>% of Total</b>	<b>0%</b>	<b>0%</b>		

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

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

	Number of applications for review	% of Total
Applications by access applicants	2	100%
Applications by persons to whom information the subject of access application relates (see <i>section 54 of the Act</i> )	0	0%
<b>Total</b>	<b>2</b>	

**Table I: Applications transferred to other agencies.**

	Number of applications transferred	% of Total
Agency-Initiated Transfers	0	0%
Applicant - Initiated Transfers	0	0%
<b>Total</b>	<b>0</b>	

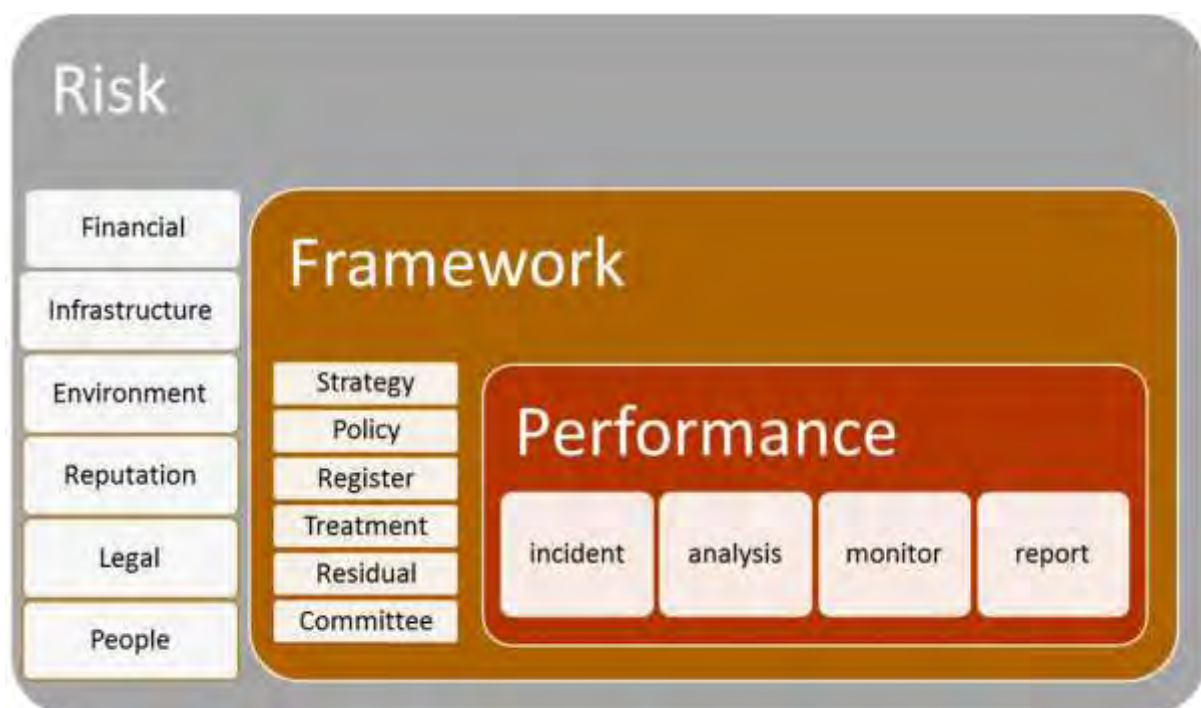
### Risk Management

Risk Management in Local Government is seen as good business practice having developed from an appreciation of insurable risk and is progressing to an Enterprise Risk Management perspective.

Amendments to the *Local Government Act 1993* recognise that councils must undertake sound risk management practices and extend the scope of the Audit Committee to also capture “Risk Management” and “Business Improvement”. This Committee is now known as the Audit, Risk and Improvement Committee and its charter has been broadened to reflect this expanded role.

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

In July 2018, Council adopted a new Risk Management policy and staff have been working with the Executive and Managers in the development of a statement of risk appetite, and a strategic risk register and identification of operational risks in accordance with the under-listed framework. A new Risk Management Directive was signed off in January 2019.



The Risk Management Policy is definitive and

- details the objectives of Council’s risk management framework.
- summarises Council’s risk appetite, which is articulated in detail in the Directive along with tools for assessing and evaluating specific risks.
- defines accountabilities and responsibilities for managing risk in a manner that is consistent with the current Australian / New Zealand standard on risk management.

These improvements will provide assurance and identify any gaps in the three lines of defence matrix.

It is a Council priority to better integrate Risk Management into our planning and reporting practices and other corporate activities. The challenges for the organisation is to embed



sound enterprise risk management practices into our operations. To this end, the team is working with other parts of the organisation to ensure that our risk management targets and actions are included in corporate reporting with a view of achieving management accountability for delivery of actions in individual work plans.

The unit also works with the Council's Insurers Statewide Mutual and uses its expertise to assist with organisational risk management and the Council participates in the annual continuous improvement initiatives undertaken by the Mutual.

Council's Risk Appetite Statement has been included at **Appendix 3** to this report.

### Audit Risk and Improvement Committee

The Council's Audit, Risk and Improvement Committee has been established to provide guidance, independent assurance and assistance to the Queanbeyan-Palerang Regional Council.

Council recognised that it is a demonstration of best practice to have an Audit Committee and its actions in establishing a Committee pre-empted legislation which is expected to be mandated when the next amendments to the *Local Government Act 1993* are proclaimed. In addition, guidelines are to be developed and are anxiously awaited.

The role and responsibilities of the Committee are defined in its charter, and are to assess the effectiveness of Council's frameworks, actions and controls in relation to:

- risk management
- Council's control framework
- external accountability, including preparation and publication of council's annual financial statements
- legislative compliance
- internal and external audit
- process improvement.

The Committee's membership comprised three independent external members, a councillor and the General Manager's nominee. Membership and meeting attendance of the Committee during 2018-19 is as follows:

	Meetings able to attend	Meetings attended
Mr Andrew Cox (Chair)	4	3
Dr Ken Crofts	4	4
Mr Max Shanahan	4	3
Mr Peter Neil ( GMs Nominee)	4	3
Cr Brian Brown (until Sept 2018)	1	1
Cr Peter Harrison	4	4

In addition, the NSW Audit Office Manager has been attending meetings and this provides valuable insight into expectations and activities in the Local Government sector.

Significant matters considered by the Committee during 2018-19 included:

- progressing efforts to obtain certification of Council's Work, Health and Safety and Environmental Management systems

- development of QPRC Owner's Manual and Integrated Plans suite of reports and their use within the organisation.
- legislative compliance framework.
- updates on major projects and implementation of a Council Project Management Office.
- insurance arrangements update including adequacy assessment, in particular cyber insurance.
- arrangements for reporting against the Integrated Reporting Framework
- preparation and audit of Council's annual financial statements and the operation of the financial statement subcommittee to provide ongoing assurance in relation to financial reporting issues
- NSW Audit office report on Workforce Reform regarding amalgamated Councils.
- the client service plan prepared by the NSW Audit Office detailing their strategies and key issues for the audit of Council's 2017-18 annual financial statements.

### Internal Audit Activity for 2018-19

At the end of the financial year, Council changed its contract for the Internal Audit program with the successful firm being O'Connor Marsden (OCM) being appointed.

In conjunction with the contractor a new internal audit program has been developed for the coming years and an assurance map of Council activities has been prepared.

Assignments in accordance with the new program has commenced with a review of Payroll Controls being almost finalised at year's end. The balance of the program is to be rolled out in 2019-20.

In addition, actions taken by Council management to implement agreed recommendations made by Internal and External Audits, are reported to each meeting of the Committee.

### Overview

The Committee has been provided with a synopsis of activities from all Portfolio General Managers of the functions of their portfolios and the activities undertaken. This is valuable insight that assists the Committee with its role.

Similarly, the Committee notes that:

- transitioning from systems and business practices from the former councils to QPRC is slowly occurring with the development of whole of organisation frameworks remaining a key point of focus for Council as part of the transition.
- efforts to implement integrated and aligned frameworks for risk management, fraud control, business continuity management and disaster recovery arrangements are ongoing. The Committee will continue to review the implementation of these frameworks.
- QPRC is three years into a journey of cultural, system and business practice transformation and has meet some of the challenges but there are more to achieve. The Audit Risk and Improvement Committee has an important role to play in this process and its perspective, experience and contribution will contribute to the Council achieving best practice, sound risk management and organisational efficiency.

### Fraud control

Council has zero appetite for any form of fraud or corruption, and has adopted a fraud control framework and implemented fraud prevention systems and strategies. An internal audit of Council's fraud control framework was undertaken in 2016-17 and during the current year the Council has progressed the results of that review. A new Policy is to be adopted in 2019.

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

Staff are also encouraged to utilise protections available under the *Public Interest Disclosures Act 1994* if they are aware of fraud within the organisation. The Act encourages and facilitates the reporting and investigation of corrupt conduct, maladministration, serious and substantial waste, government information contravention and local government pecuniary interest contravention thorough:

- enhancing and supporting established procedures for making disclosures concerning such matters
- protecting persons making disclosures from reprisals
- providing for disclosures to be properly investigated and dealt with.

Guidance has been provided to Council by the Office of Local Government's Model Code of Conduct and Procedures which addresses:

- general conduct obligations
- non-pecuniary conflicts of interest
- relationships between council officials
- pecuniary interests
- personal benefit
- access to information and council resources.

The Code and the Procedures were reviewed during the financial year and the Council agreed in May 2019 to exhibit the draft Fraud Control policy for community comment.

Council has also adopted the model Code of Meeting Practice which is designed to achieve a range of outcomes, including:

- promoting the making of decisions by the governing bodies of councils that are in the best interests of the council and the community as a whole
- promoting more accessible, orderly, effective and efficient meetings and to provide councils with the tools to achieve these outcomes
- codifying areas of common practice across councils in a way that is clear, efficient, leads to better informed and more effective decision making and that is consistent with the requirements of the Local Government Act 1993.

Material addressing fraud and corruption control at the operational level includes:

- fraud control policy, fraud control plan and fraud risk register developed as part of part of the internal audit of Council's fraud control practices
- fraud and corruption awareness training material delivered as part of Council's implementation of an eLearning platform and strategy.

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

No specific instances of fraud or corrupt behavior was detected during the financial year.

### Complaints handling

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

A complaint **does not** include:

- a request for services
- a request for information or explanation of policies or procedures or decisions of Council
- reports of damaged or faulty infrastructure (eg. pothole)
- reports of hazards (eg. fallen trees etc.)
- reports concerning neighbours or neighbouring property (eg. noise complaints etc.)
- a comment on social media.
- the lodging of an appeal in accordance with procedure or policy.

Council has procedures in place to record and track the progress of work requests that are received.

Any formal complaint is processed in accordance with the Complaints handling policy.

During the reporting period no formal complaint was received or processed in accordance with the policy.

In June 2019, Council adopted a new Complaint Management Framework

### Code of Conduct

Queanbeyan-Palerang Regional Council adopted its Code of Conduct and Procedures for the Administration of the Code of Conduct on 27 February 2019. Council's Code and Procedures are based on the Model Code of Conduct prepared by the Office of Local Government.

During 2018-19, a total of five complaints were lodged.

Number of complaints and associated costs	
The total number of Code of Conduct complaints made about the Mayor and the General Manager under the Code of Conduct.	1
The number of Code of Conduct complaints referred to a conduct reviewer.	5
The number of Code of Conduct complaints investigated by a conduct reviewer.	0
The number of Code of Conduct complaints investigated by a conduct review committee.	0
The total cost of dealing with Code of Conduct complaints made about councillors and the General Manager, including staff costs.	\$59,000

Preliminary Assessment Statistics	
The number of Code of Conduct complaints finalised by a conduct reviewer at the preliminary assessment stage.	5
The number of those complaints finalised by any of the following recommendations:	
To take no action.	2
To resolve the matter back to the General Manager or the Mayor, for resolution by alternative and appropriate strategies.	3
To refer the matter to another agency or body such as, but not limited to, the ICAC, the NSW Ombudsman, the OLG or the Police.	0
To resolve the complaint by alternate and appropriate strategies	0
To investigate the matter.	0
The recommend that the Complaints Coordinator convene a conduct review committee to investigate the matter.	0



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

### Companion Animals

The animal management expenditure in the 2018-19 financial year was \$429,014. Income from companion animal activities in 2018-19 was \$166,007. Queanbeyan-Palerang Regional Council has 15,300 animals registered in the Local Government Area.

During the financial year, Council employed three Animal Management Officers (including Team Leader), one Animal Attendant and held a contract with a business to undertake animal husbandry duties at the Animal Management Facilities on weekends, public holidays and other occasions as required. With all resources available, one Animal Management Officer was based at Council's Bungendore office, patrolling areas such as Bungendore, Bywong/Wamboin, Captains Flat and Braidwood.

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

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

Council has in place a Dangerous Dogs Panel which meets as required to review reports on dog attacks. During the year, the Panel met on four occasions.

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### Corporate Sponsorships

Name of organisation	Relationship	What the sponsor agreed to provide	What Council agreed to provide	Financial commitment to Council	Approx value provided to Council
<b>Queanbeyan Community Christmas Party</b>					
<b>Royal Hotel, Queanbeyan</b>	Event partner	Entertainment for the Queanbeyan Community Christmas Party	Event promotion and mention of partnership	Nil	\$15,000
<b>Music By The River</b>					
<b>Icon Water</b>	Double partnership with icon water and CSO	Payment of Canberra symphony orchestra performance	Event and event management and promotion	\$30,000	\$30,000
<b>Shop and Win Promotion</b>					
<b>Braidwood Community Bank</b>	Financial partner/sponsor	Provide financial sponsorship for Christmas Shop & Win 2018	Promotion of business logo on all printed/electronic material relative to Braidwood Christmas Shop & Win	\$2,000	\$2,000
<b>Bungendore Community Bank</b>	Financial partner/sponsor	Provide financial sponsorship for Christmas Shop & Win 2018	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop & Win	\$2,000	\$2,000
<b>Bungendore Chamber of Commerce &amp; Industry</b>	Financial partner/sponsor	Provide financial sponsorship for Bungendore Christmas Shop & Win 2018	Promotion of business logo on all printed/electronic material relative to Bungendore Christmas Shop & Win	\$3,000	\$3,000
<b>Summer Activation events</b>					
<b>Coles Queanbeyan</b>	Summer Activation sponsor	Provide the amount of sausages for the following events: <ul style="list-style-type: none"> <li>Braidwood (350 Pax)</li> <li>Bungendore (250 Pax)</li> <li>Queanbeyan (1,000 Pax)</li> </ul> Other items provided (calculated accordingly to estimated numbers): <ul style="list-style-type: none"> <li>sausages, onions, bread, juice boxes, water, tomato and barbeque sauces, serviettes, eskies and ice.</li> </ul>	Acknowledgement by QPRC Representative at each event.  Sponsorship banner	In-Kind	\$2,700 (estimate)
<b>IGA Bungendore</b>	Summer Activation sponsor	Provide for the Bungendore Event only: <ul style="list-style-type: none"> <li>Set-up, prepared and served all food.</li> </ul> Provide (250 Pax) sausages, onions, bread, juice boxes, water, tomato and barbeque sauces, serviettes, eskies and ice.	Supply the following: <ul style="list-style-type: none"> <li>Barbecues</li> <li>Barbeque utensils and cleaning products</li> <li>Trestle tables</li> </ul> Acknowledgement by QPRC Representative at each event. Sponsorship banner	In-Kind	\$1,000 (estimate)
<b>Riverside Plaza</b>	Summer Activation sponsor	\$5 Food Court Vouchers	Acknowledgement by QPRC Representative at each event.	In-Kind	\$2,500 based on 500 being issued.

## Appendix 1 – Progress of Projects and Programs

### Strategic Pillar 1, Community Projects and programs

Action	Status	% complete	Progress comments	Responsible branch
1.1.1.1 QBN - Replace Chiller at The Q	Completed	100%	The chiller at The Q was replaced on 9 January 2019.	Transport and Facilities
1.1.1.1 QBN - Rusten House Arts Centre refurbishment	In progress	35%	Roofing work complete and building is now weather proof and secure. Tender is underway for internal renovation and fit out. It is expected that internal works will take around two months. Remaining work is external car park and garden. The project is now expected to be completed end of 2019 or January 2020	Community and Education
1.1.1.1 QBN - Bicentennial Hall upgrade	In progress	20%	Retractable seating installed, project is ongoing with work expected to be finalised early 2020	Recreation and Culture
1.1.2.1 BWD - Refurbish Customer Service/Planning area	In progress	5%	Initial plans were presented to Council and subsequently placed on public exhibition. Following this exhibition, Council resolved to <i>Engage a professional design consultant to evaluate the merits and functionality of rearrangements within the Braidwood office buildings, having regard to heritage and access.</i> Receive a further report on the outcome of the professional design consultant's findings.	Transport and Facilities
1.1.2.1 QBN - Modifications to Customer Service Counter	In progress	15%	Council has approved budget allocation for works. Plans are being finalised and aiming to have works complete by end of 2019 calendar year. The new design will create additional space for customers and staff.	Customer and Communication
1.1.4.1 QPR - Library Purchases Books and Non Books	Completed	100%	All purchases for 2018-19 financial year were completed. Remaining budget allocation was carried over to cover stock and shelving for the Library refurbishment project to take place in September 2019	Community and Education
1.1.4.1 QBN - Museum - External Redecoration	Completed	100%		Community and Education
1.1.5.1 QBN - Barracks Flat Car park	Completed	100%		Transport and Facilities
1.1.5.1 QPR - Aquatic Centre Plant Replacement	In progress	10%	Intended to be an ongoing project where money is allocated on a yearly basis for pool improvements.  \$52K spent of \$60K budget on: * UV repair Indoor Pool - \$9K * Tile Repair - \$3K * UV for Wet Play Area - \$40K Energy Efficiency Assessment on Queanbeyan Plant completed, estimated cost for plant replacement \$750,000.	Recreation and Culture

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Action	Status	% complete	Progress comments	Responsible branch
1.1.5.1 BWD - SCCF - Braidwood Recreation Ground Floodlights	In progress	95%	Additional car park lights to be installed. Savings allows tennis court lights to be upgraded as well.	Urban Landscapes
1.1.5.2 BWD - SCCF - Recreation Area Stage 2 - Round 2	In progress	75%	Tender rejected, staff have construction underway, all materials onsite and base poured.	Urban Landscapes
1.1.5.3 BGD - Mick Sherd Irrigation	Completed	100%	Irrigation installed in March 2019.	Urban Landscapes
1.1.5.4 BGD - SCCF - Bungendore Park Change Rooms	In progress	50%	Construction is underway, with slab and blockwork complete.	Urban Landscapes
1.1.5.5 QBN - SCCF High St Amenities Block	In progress	2%	Delays experienced working with sports club, DA lodged, reporting to Council August.	Urban Landscapes
1.1.5.6 BWD - Braidwood Skatepark	In progress	85%	Designs prepared for two sites, due for exhibition	Urban Landscapes
1.1.5.7 BGD - SCCF - Sports Hub Stage 2 - Round 2	In progress	0%	Due for competition December 2020.	Urban Landscapes
1.1.5.8 QBN - Rockley Oval Storage Shed	Complete	100%	Building ready for occupation	Urban Landscapes

### Key Performance indicators

KPI	Target	Actual	Responsible Branch	Comment
Attendance levels at the Youth Centre	400 attendees	340	Community and Education	Increasing per month attending AXIS youth centre, not yet meeting new KPI
Ongoing implementation of initiatives identified in the Reconciliation Plan	4 initiatives	0	Community and Education	New Reconciliation Action Plan has been drafted - but plan has not yet been endorsed by Council. Sits with Rec Australia for comment.
Increase in subscriptions to Council's online engagement hub	20%	47%	Customer and Communication	An additional 615 residents registered on the Your Voice page between 1 July 2018 and 30 June 2019. This has increased the number of registered participants from 1,295 to 1,910, an increase of 47% in 2018-19.
Level of community satisfaction with engagement activities of Council	70%	N/A	Customer and Communication	Council has adopted a Community and Stakeholder Engagement Policy Framework and is currently finalising a Community Engagement Plan and Toolkit. The Policy has a number of measures for engagement success and these will be implemented over the coming months.



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KPI	Target	Actual	Responsible Branch	Comment
Satisfaction with Library service increasing	5%	5%	Community and Education	All events and services well supported, feedback surveys show increasing support As of 12 July 2019
The Q Income return vs expenditure	55%	48%	Recreation and Culture	Income return vs expenditure * Income - \$209,632 * Expenditure - \$435,116  Patronage increasing on an annual basis (26,000 patrons p.a. – at least 500 per week) * Estimated Attendance - 65,457 (252% of goal)
Community satisfaction with events increasing	75%	80%	Recreation and Culture	Customer satisfaction for the majority of events in 2018-19 provided between 80 and 85% satisfaction. Vendors and members of the community provided opportunities for improvement through event surveys
Community events run by Council with sustainability initiatives promoted	4	5	Recreation and Culture	Environmental team have held events at various shows around the region. Tree planting day and clean up Australia day undertaken in 2018-19

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### Strategic Pillar 2, Choice Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
2.1.2.1 QBN - SCCF - Golf Club Amenities - NSW Open Round 2	Complete	100%	Work completed February 2019	Urban Landscapes
2.1.2.1 QBN - Riverside Caravan Park Upgrade	In progress	25%	Project is underway, including refurbishment and management model	Business and Innovation

### Key Performance Indicators

KPI	Target	Actual	Responsible Branch	Comment
<b>Key actions identified for implemented on an annual basis (Economic Development Strategy)</b>	4 actions	10 actions	Business and innovation	Regional Economic Development Strategy Actions implemented: 1a. Develop South Jerra Defence and Technology Precinct Business Case 1b. Implement the QPRC Digital Economy and Smart Community Strategy 1c. Advocate for an APS Smart Work Hub in Qbn 2a. Develop a Program Business Case for the revitalisation of Queanbeyan CBD 3a. Develop a Jerrabomberra Sports Precinct Business Case 3b. Undertake a study of cross border business costs and regulatory impositions 4a. Work with Small Business Commissioner to look at regulatory barriers to agribusiness and agritourism 4b. Leverage the Canberra regional brand where possible
<b>Ongoing implementation of actions identified within the CBD Transformation Strategy</b>	4 actions	14 actions	Business and Innovation	<ul style="list-style-type: none"> <li>- Commenced development of the 2019 Spatial Business Plan</li> <li>- Completed Food Truck Friday in QEII Park</li> <li>- Completed a public art campaign consisting of a new mural for The Q theatre to build an identity for the town centre</li> <li>- NSW Government has committed to be part of the new QPRC Head Office that will add 50+ jobs to the town centre</li> <li>- Continued development of a social media plan for tourism events</li> <li>- Established a bookshop in a vacant space.</li> <li>- Community decorations instilled across four regional centres in collaboration with Men's Sheds</li> <li>- Established an QPRC internal Placemaking Working Group – a cross branch collaboration looking at generating ideas and addressing issues related to implementing placemaking initiatives</li> <li>- Developed media including video of benefits of investing in QP region</li> <li>- Deploying Wi-Fi in the CBD</li> <li>- Regional Economic Development Strategy developed and released</li> <li>- Queanbeyan CBD Retail Growth Strategy developed and released</li> <li>- Queanbeyan CBD Spatial Master Plan developed</li> <li>- Cross Border Comparison Business Cost Study Report completed</li> </ul>

## Annual Report 2018-19

### Strategic Pillar 3, Character Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
3.1.2.1 BWD - SCCF - Ryrie Park - Round 2	Not started	0%	Funding not received	Urban Landscapes
3.1.2.2 QBN - SCCF - Queanbeyan Showground - Round 2	In progress	14%	All documentation ready, DA lodged OEH delayed archaeological survey	Urban Landscapes
3.1.2.3 QBN - Showground Pavilion & Storage	In progress	14%	As above	Urban Landscapes
3.1.2.4 QBN - Historical Display Boards	In progress	95%	Signs fabricated, art work complete, ready for installation	Urban Landscapes
3.1.2.5 QBN - SRV - Recreation	In progress	100%	Funding to be split between the following projects in 2018: <ul style="list-style-type: none"> <li>Seiffert Oval upgrade amenities</li> <li>Banksia Park playground</li> <li>Lovegrove Park install shade</li> <li>Campese Oval – stage 1 lighting/materials purchase only</li> </ul> All 2018-19 projects complete	Urban Landscapes
3.1.2.6 BWD - Showground 2017-19	Not started	0%	S355 Committee	Urban Landscapes
3.1.4.1 QBN - Efficient street lighting upgrades	Not started	0%		Transport and Facilities

### Key performance indications

KPI	Target	Actual	Responsible branch	Comment
Testing of recreational water areas across LGA (108 tests p.a.)	108 test	100	Natural Landscapes and Health	Monthly sampling completed
Undertaking inspections required by the Food Authority partnership agreement	100%	100	Natural Landscapes and Health	174 high and medium risk businesses inspected. 14 re-inspections. These inspections resulted in 76 Warnings issued, 10 Improvement Notices and one penalty notice.
No net loss in native vegetation condition on council land	90%	90%	Natural Landscapes and Health	Comprehensive monitoring program not yet established but no major loss recorded except road construction and maintenance; 600 shrubs planted for woodland bird habitat to offset weed removal; 1400 tubestock planted at 17 Copperfield Place offset reserve.
Inspect all public and private land and ensure land managers meet	90%	100%	Natural Landscapes and Health	Proportion of annual targets met for all scheduled inspection programs; additional resources needed to identify and manage priority sites threatened by widespread weeds.

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KPI	Target	Actual	Responsible branch	Comment
<b>Biosecurity Act requirements</b>				
<b>Review and update of principal environmental planning instruments and DCPs on a 5 year cycle to ensure compliance with all legislative and Council requirements</b>	100%	60%	Land-use Planning	Progress on the comprehensive Local Environmental Plan continues. This includes an Information report to the Planning and Strategy Meeting of 12 June and a presentation at a Council workshop held on 19 June. At the end of the period work was currently being undertaken on an amended Planning Proposal as required by the Department of Planning, Industry and Environment.
<b>The Local Strategic Planning Statement is reviewed and updated on 7 year cycle</b>	100%	30%	Land-use Planning	This relates to the Local Strategic Planning Statement which is required to be completed by 1 July 2020 and at this stage work includes forming a working party, having two meetings, drafting an outline of the structure of the Local Strategic Planning Statement and completing part of it as well as undertaking research.
<b>Compliance with all legislative and Council requirements for Plans of Management (at least 1 review p.a)</b>	1 review	5	Land-use Planning	During the period a new Plan of Management (General Community Use) for 16 Agnes Avenue, Queanbeyan was drafted and amendments made to the former Queanbeyan City Council Plans of Management for Parks and for Sportsgrounds in order to facilitate a Respite Care Facility. At the end of the period all three Plans of Management were still being exhibited for comment.
<b>GIS database updated as required</b>	100%	100%	Land-use Planning	The GIS database is being continually updated.
<b>Heritage Grants and awards provided annually</b>	100%	100%	Land-use Planning	Council resolved to award both the Special Heritage Grants (PLA 127/18 - 10 October 2018) and the Local Heritage Grants (Minute No. 399/18 - 28 November 2018) during the period. All Special Heritage Grants have been expended and reconciled.



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### Strategic Pillar 4, Connection Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
5.1.2.1 QPR - Asset Condition Assessment - Roads	Completed	100%	Data collection continuing aligning financial data with the long term financial plan. Seal road asset condition data has been collected and is currently being processed by contractor. Results of detailed analysis to be undertaken in March ready to produce maintenance and renewal planning projections. Workshops to be undertaken to determine risk based criticality assessments to inform maintenance and renewal prioritization works.	Assets
4.1.1.1 BGD - South Bungendore Drainage - Ellendon to Molonglo St	In progress	95%	Project became the South Bungendore drainage strategy. The document was presented to Council and is now the subject of a Council workshop	Utilities
4.1.1.2 QBN - SRV- Bitumen Resealing - CityCare	Completed	100%		Transport and Facilities
4.1.1.3 QBN - SRV- Pavement Rehabilitation - CityCare	Completed	100%		Transport and Facilities
4.1.1.4 CFL - Bridges - Foxlow	In progress	10%	Council has resolved to engage a consultant to undertake an assessment of the bridge with a report to be presented to Council to outline what works are required to increase the current load limit. Consultant and report to be finalised in the 2019-20 financial year with funding to be sourced to undertake the upgrade works in subsequent years.	Transport and Facilities
4.1.1.5 QBN - Rutledge Carpark	Not started	0%		Transport and Facilities
4.1.1.6 CFL - Bridge Replacement - Silver Hills	In progress	50%	The design has been completed. Construction is underway onsite. Estimated completion, October 2019.	Transport and Facilities
4.1.1.7 QPR - Local Roads Renewal	Completed	100%	2018-19 program complete	Transport and Facilities
4.1.1.8 QPR - Road to Recovery	Completed	100%	2018-19 program complete	Transport and Facilities
4.1.1.9 QBN - Uriarra/Ross/Stornaway - traffic changes	Not started	0%	Grant applications have been submitted for funding for this project. Waiting for confirmation of funding.	Transport and Facilities
4.1.1.10 CFL - MR270 - Captains Flat Rd - Capital	Completed	100%	Council engaged a stabilisation contractor to complete pavement design and rehabilitate 1km section of Captains Flat Road.	Transport and Facilities
4.1.1.11 QBN - MR584 RRRP Rehabilitation - Fernleigh to Burra	Completed	100%	Project completed	Transport and Facilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.1.12 BWD - MR92 Section 1 - Construct & Seal - Grants Nerriga Rd	Completed	100%	The construction of Nerriga Road Section 1 - Grants Road is complete	Transport and Facilities
4.1.1.13 CFL - Captains Flat Rd	Completed	100%	Ongoing maintenance of Captains Flat Road is complete for 2018-19.	Transport and Facilities
4.1.1.14 BWD - MR270 - RRRP 4.4-6.6km from Araluen Road	In progress	10%	The design has been finalised. Staff are currently working through the REF for the project. Works for this project span over 2 financial years (2018-19 and 2019-20). Construction works will commence in 2019/20.	Transport and Facilities
4.1.1.15 BGD - Roundabout on Kings Highway	In progress	5%	The design of the Bungendore roundabout on the Kings Highway is currently being finalised. Once the design is finalised, Council staff will be going to tender for the construction of the roundabout.	Transport and Facilities
4.1.1.16 QPR - Local roads Rehabilitation	Completed	100%	2018-19 program complete	Transport and Facilities
4.1.2.1 QBN - Network - Water	Completed	100%	McKeahnie Street water main replacement and Taylor Place water main - these were completed in 18-19 as planned	Utilities
4.1.2.2 QBN - Water Telemetry - Radio Up/Gs - Reserve Funding	Completed	100%	Stage completed as planned. Additional stages are included in the 19-20 Operational Plan	Utilities
4.1.2.3 BWD - Water Services Replacement	Completed	100%	Works completed as they were requested	Utilities
4.1.2.4 QPR - Water connections – Palerang	Completed	100%	Works completed as they were requested	Utilities
4.1.2.5 QBN - Water connections – Queanbeyan	Completed	100%	Works completed as they were requested	Utilities
4.1.2.6 QBN - Water meters	Completed	100%	Works completed as they were requested	Utilities
4.1.2.7 BGD - Water Mains	Ongoing		This was a placeholder in the Operational Plan. No funds were allocated in the 18-19 financial year	Utilities
4.1.2.8 BWD - Mains (pa) 2018-27	Ongoing		This was a placeholder in the Operational Plan. No funds were allocated in the 18-19 financial year	Utilities
4.1.2.9 QBN - Telemetry 2018-21	Completed	100%	Stages complete as planned. New stage planned in 19-20	Utilities
4.1.2.10 BWD - Upgrade of Shoalhaven Pump building (Braidwood)	Completed	100%	Works complete.	Utilities
4.1.2.11 QBN - Reservoir access and integrity upgrades	Ongoing		This task is in its early stages and requires some specific site investigations before detailed specifications can be drawn up. It is planned to do these investigations in 19-20 FY with construction works to follow in subsequent years	Utilities
4.1.3.1 GOO - Water Recycling Plant	Completed	100%	Relates to Council component of stage C construction - Stage C commissioned. We are preparing for discussions on stage D	Utilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.3.1 BGD - Bungendore Flood Plain Works	In progress	90%	Final Concept received. Detailed design well underway	Contracts and Projects
4.1.3.2 BWD - Sewer Main Upgrade	Completed	100%	This project relates to the remaining 17-18 project for Interflow's investigation and relining of the Braidwood sewer network. Project complete	Utilities
4.1.3.3 BWD - Sewer – Manhole upgrades	Completed	100%		Utilities
4.1.3.4 QPR - Sewer connections – Palerang	Completed	100%		Utilities
4.1.3.5 QBN - Sewer connections – Queanbeyan	Completed	100%		Utilities
4.1.3.6 BGD - Sewer Mains Upgrade	Completed	100%	Stage of inspection and cleaning complete. Plans for upgrade work now in train	Utilities
4.1.3.7 CFL - Sewer - SPS1 refurbishment	Completed	100%	Completed. Commissioning now	Utilities
4.1.3.8 BGD - Sewer – SPS#4 refurbishment	Completed	100%	Planned packs all completed	Utilities
4.1.5.7 QBN - bus shelters (8)	Completed	100%	All bus shelters in the 2018-19 program have been installed.	Transport and Facilities
4.1.5.8 BGD - SCCF - Scout Hall Stage 2 - Round 2	Not started	0%		Transport and Facilities
4.1.6.1 QBN - Head Office + Smart Hub – Redevelopment (now known as Queanbeyan Civic and Cultural Precinct)	In progress	25%	Cox Architecture has commenced work to develop the concept design for the new head office and smart hub at the new location (257 Crawford St). A number of sub-projects are proposed including, development of workplace strategy and ICT strategy. These will inform the updated concept design. Detail design will follow once concept design and development application have been lodged. Consideration will be given to the most appropriate delivery method for the construction of the new building. The first building was planned to be delivered via design and construction contract to achieve the extremely tight timelines. This contract will be driven more by budget constraints and an alternate delivery method may be more appropriate.	Contracts and Projects
4.1.6.1 Transport Strategy	In progress	99%	The final draft of the Strategy is complete and has been workshopped with Council. Will be sent to the August Council meeting for adoption.	Contracts and Projects
4.1.6.2 QPR - Country Roads VMS Safety - Purchase	Completed	100%	Grant funds received	Contracts and Projects
4.1.6.2 QBN - QCBD - smart city: wifi, lighting, parking	In progress	95%	Installation complete, testing of WiFi and smart parking nearing completion	Contracts and Projects
4.1.6.2 CFL - Captains Flat STP augmentation	Completed	100%	Completed. Commissioning now	Utilities

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Action	Status	% complete	Progress comments	Responsible branch
4.1.6.3 QPR - Traffic Modelling	In progress	40%	Ongoing operational project, Major update of traffic model planned for later this FY into late 2019	Contracts and Projects
4.1.6.3 QBN - Sewer Mains Rehabilitation - Reserve Funding	Completed	100%	Planned packs all completed	Utilities
4.1.6.4 QBN - Demolition of decommissioned reservoirs	In progress	98%	Works nearing completion	Utilities
4.1.6.4 QBN - Sewage Treatment Plant Upgrade	In progress	50%	Design is progressing, meeting scheduled with the ACT EPA to establish the licence discharge limits	Contracts and Projects
4.1.6.5 QBN - SCF – River path incl. low level footbridge	In progress	90%	All shared path work is substantially complete. The contractor is being notified of any defects as they arise. The Bridge is 80% complete with hand rails and lighting still to be complete. Approach slabs and main span beam have been installed.	Contracts and Projects
4.1.6.6 QBN - SCCF - River Walk - Round 1	Completed	100%		Contracts and Projects
4.1.6.7 QBN - SCCF - River Walk - Round 2	In progress	15%	Design of walkway pat the caravan park being completed with the caravan park design	Contracts and Projects
4.1.6.9 QBN – Ellerton Drive extension	In progress	75%	Project currently within time and cost. Traffic will be on the road prior to the planned completion date of mid-2020.	Contracts and Projects
4.1.6.10 QBN – Old Cooma Rd Stage 2: Googong Rd – ELP	In progress	60%	70% of earthworks have been completed, electrical and Telstra relocation has occurred.  Hard rock has been encountered in the north bound lanes with traffic cutover expected prior to the Christmas period.  Completion is still expected in the first quarter of 2020-21	Contracts and Projects

### Key performance indicators

KPI	Target	Actual	Responsible branch
Compliance with ADWG standards and adopted DWQMP	99%	100%	Utilities
Water revenue accounts issued on time	100%	100%	Utilities
Mains breaks responded <2 hours	75%	100%	Utilities
Effluent meets Environmental Authorisation license limits	90%	95%	Utilities
Effluent performance report published as per required timeframe annually	100%	100%	Utilities
Sewer chokes responded < 2 hours	75%	90%	Utilities



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### Strategic Pillar 5, Capability Projects and Programs

Action	Status	% complete	Progress comments	Responsible branch
<b>5.1.3.1 QPR - IT Tablet &amp; Phone Purchases</b>	In progress	90%	All Executive and Service Managers have been issued with a new iPad/Laptop/Surface Pro (with LTE/4G enabled). About 20 Program Coordinators have also been set up with a new tablet/laptop.	Digital
<b>5.1.3.2 QPR - Hardware Refresh – IT equipment-</b>	In progress	99%	Network switch upgrade project at all locations – 40+ switches have been replaced at 24 sites, across all three major office locations. Some minor configurations to be completed at two sites - Family Day Care and the Queanbeyan Visitor Information Centre. Family Day Care site may not require the network link upgrade since there is only a single user now, one day/week.	Digital
<b>5.1.3.3 QPR - Ipad/Laptop - Remote Access for Staff</b>	In progress	60%	35 laptops have been issued to level 5 and 6 staff.	Digital

### Key performance indications

KPI	Target	Actual	Responsible branch	Comment
<b>Increased number of QPRC followers in LinkedIn</b>	10%	12.8%	Culture and Performance	212 new followers of a total of 1,659 for FY
<b>Performance appraisals completed annually</b>	100%	76.5%	Workplace	76.5% fully finalised and 89.4% employee completed.
<b>Turnaround of recruitment requests in 10 working days</b>	>90%	90%	Workplace	Average turnaround (from staff requisition signed by PGM to advertising) for vacancies 18/19 = 6 working days
<b>Unresolved industrial relations matters referred to IRC</b>	>2%	0	Workplace	No matters have progressed to the full bench. Two matters referred for conciliation.
<b>Succession Planning program in place for critical roles</b>	100%	50%	Culture and Performance	Core skills and capabilities have been identified for the key roles. Need to develop a succession plan
<b>Compliance training is conducted to reduce industrial relations risk</b>	100%	100%	Culture and Performance	All compliance training completed against the QPRC training matrix
<b>Effectiveness of Learning and Development programs - Net Promoter Score &gt; above 50% mark</b>	50%	27%	Culture and Performance	The current method of calculating and the scale applied for Net Promoter Score needs to be reviewed to accurately capture data
<b>Learning &amp; Development Program published and implemented annually</b>	80%	100%	Culture and Performance	Learning & Development Program published on intranet and emails
<b>Minimal variance in actual training spend per FTE in comparison with LG</b>	10%	18.8%	Culture and Performance	Ave training spend per FTE has decreased from \$898 to \$729.  The true cost of training is not

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KPI	Target	Actual	Responsible branch	Comment
Excellence Program indicator - 10% variance				captured and reported in a central vote. May need to review the definition of training, what are classified as training and how the cost across the organisation can be captured holistically and accurately
Number of voluntary on-line programs completed - 25% of headcount	25%	53%	Culture and Performance	
WHS training is conducted to ensure all staff have current licences and tickets at all times	100%	100%	Culture and Performance	<p>As a HSEQ certified organisation all WHS training has met the compliance requirements. The programs that were delivered include:</p> <ul style="list-style-type: none"> <li>• Asbestos Awareness</li> <li>• First Aid</li> <li>• Fire Warden</li> <li>• Chainsaw Fell and Cut Trees</li> <li>• Fall Trees manually/Chainsaw</li> <li>• Traffic Controller</li> <li>• Implement Traffic Control Plan</li> <li>• Prepare Work Zone Traffic Management Plan</li> </ul> <p>Competency verification for Plant Equipment</p>
Payroll accuracy	98%	99%	Workplace	Average of seven advances per pay (also includes employee errors)
20% of workforce subject to random testing program	100%	100%	Workplace	104 undertaken across three sites.
Network availability to users – computer	99%	99%	Digital	Only two major incidents reported in 2018-19
ERP integration failures	1	0	Digital	No integration failures
Grants are acquitted within required timeframes	100%	100%	Finance	There were no outstanding Grant acquittals at June 30 2019.
Quarterly Budget revisions reported within required statutory timeframes	100%	100%	Finance	All budget review statements adopted within regulatory timeframes.
Rates and Water billing notices issued in accordance with statutory requirements	100%	100%	Finance	All notices issued in line with regulatory timeframes
Rates, Annual charges, interest and extra charges outstanding percentage is under Local Government Benchmark	10%	6.27%	Finance	Outstanding is less than benchmark.
Revenue Policy developed within	100%	100%	Finance	Adopted in line with regulatory timeframes

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KPI	Target	Actual	Responsible branch	Comment
required statutory timeframes.				
<b>Business Excellence &amp; Sigma Frameworks implemented via Lean/Agile and visual management tools</b>	80%	80%	Culture and Performance	Utilisation of these frameworks and tools have included within Service Reviews, process reviews and process mapping 2019 implementation plan to assist and support business areas.
<b>Business Improvement Program results in productivity and efficiency gains delivered within scope</b>	20%	0%	Culture and Performance	Productivity and efficiency gains still to be reported in conjunction with service reviews and process reviews implementation in 2019
<b>Premium rebate as % of value from Statewide following audit</b>	5%	6.25%	Legal and Risk	The Council rebate was 6.25% of the public liability premium. Statewide request that these funds be used for Risk Management activities.
<b>Risk Register updated regularly</b>	100%	100%	Legal and Risk	There has been a recent review of the register in consultation with the Executive. It is a live document and regularly updated.
<b>Insurances reviewed, valued and renewed by due date</b>	90%	100%	Legal and Risk	Renewals effected in a timely manner.
<b>Annual test and review of one critical business process</b>	100%	100%	Legal and Risk	<ul style="list-style-type: none"> <li>i. Council is currently updating its business continuity framework to reflect organisational change since merger, and its risk appetite.</li> <li>ii. Business impact analysis has been completed for all Council activities, and maximum acceptable outages derived.</li> <li>iii. Council's Recovery Time Objective has been defined and agreed by the Executive</li> <li>iv. Based on (ii) and (iii) a schedule functions requiring preparation of a contingency plan has been developed and agreed by the Executive.</li> <li>v. A workshop has been planned, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality.</li> <li>vi. Results of (iv) and (v) will be used to develop contingency plans for relevant functions.</li> </ul>
<b>Business Continuity Plan updated following test</b>	100%	100%	Legal and Risk	Council is currently updating its business continuity framework to reflect organisational change since merger, and its risk appetite.

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KPI	Target	Actual	Responsible branch	Comment
				<ul style="list-style-type: none"> <li>i. Business impact analysis has been completed for all Council activities, and maximum acceptable outages derived.</li> <li>ii. Council's Recovery Time Objective has been defined and agreed by the Executive</li> <li>iii. Based on (ii) and (iii) a schedule functions requirement preparation of a contingency plan has been developed and agreed by the Executive.</li> <li>iv. A workshop has been planned, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality.</li> <li>v. Results of (iv) and (v) will be used to develop contingency plans for relevant functions.</li> <li>vi. A workshop was conducted, facilitated by an external party to "stress test" the utility of current plans, and assess their practicality.</li> <li>vii. Development of contingency plans has progressed following the conduct of discussions and workshops with near final drafts prepared for all bar one function.</li> <li>viii. Update of the whole of Council 'Continuity Management Team and Communication Plan' is underway and will be finalised on completion of (vi).</li> <li>ix. Following finalisation of all draft documents, relevant sections will be referred to Service Managers and the Executive for endorsement.</li> <li>x. Testing of the plan will be conducted later this year using a workshop with contracted external facilitators.</li> </ul>
<b>Review of whole organisation crisis response</b>	100%	100%	Legal and Risk	<p>Council is currently updating its business continuity framework to reflect organisational change since merger, and its risk appetite.</p> <p>Business impact analysis has been completed for all Council activities, and maximum acceptable outages derived.</p> <p>Council's Recovery Time Objective has been defined and agreed by the Executive</p> <p>Based on (ii) and (iii) a schedule functions requirement</p>



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KPI	Target	Actual	Responsible branch	Comment
				preparation of a contingency plan has been developed and agreed by the Executive. A workshop has been planned, facilitated by an external party to ""stress test"" the utility of current plans, and assess their practicality. vi) Results of (iv) and (v) will be used to develop contingency plans for relevant functions."
Leases and licenses register kept up to date	100%	75%	Legal and Risk	The manual register from QCC is current but because of lack of access to Palerang details the total register is not complete. Once the new records system is in place this task should be completed. It is on the section workplan.
Integrated Plans prepared and reviewed within required statutory timeframes and engagement strategy	100%	100%	Customer and Communication	All Integrated Plans adopted by 30 June 2019.
Surveys completed in line with Stronger Councils Framework	100%	100%	Customer and Communication	2018 Community Satisfaction and Wellbeing Survey completed and presented to Council in November 2018.
All media enquiries responded to by request deadline	100%	95%	Customer and Communication	Majority of inquiries responded to within required timeframe.
Increase in subscriptions to weekly e-newsletter	10%	31%	Customer and Communication	Subscriptions to Council's weekly e-newsletter increased from 1,291 to 1,702, an increase of 31%
Growth in corporate social media accounts (excluding sub-accounts such as Q-one and Youth Centre)	25%	21.6%	Customer and Communication	Likes on Council's Facebook page increased from 7,763 to 9,446, an increase of 21.6%
Increase in number of unique hits on website	10%	N/A	Customer and Communication	During the financial year, there were 188,416 unique hits on Council's corporate website. Figures for 2017-18 are not available due to a change in website.
Increase in usage of online services	10%	N/A	Customer and Communication	There were 19,773 individual sessions on Council's online services during the financial year. Figures for 2017-18 are not available due to a change in website.
GIPAA Applications processed within statutory timeframe of 20 working days	100%	100%	Legal and Risk	All targets have been achieved.
Completion of Annual GIPAA Report	100%	100%	Legal and Risk	Report prepared and included in Council annual report.
Eligible entries places into the Disclosure log on Council's website	100%	90	Legal and Risk	The disclosure log is periodically updated.

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KPI	Target	Actual	Responsible branch	Comment
<b>Complaints processed within prescribed timeframe Six monthly report completed within timeframe</b>	100%	100%	Legal and Risk	All complaints have been dealt with in accordance with Council policy.
<b>Annual report produced within required timeframe</b>	100%	100%	Customer and Communication	The 2017-18 Annual Report was presented to Council's November 2018 meeting and subsequently made available to the Office of Local Government.
<b>Code of Conduct complaints reported as required by OLG</b>	100%	100%	Governance	Code of Conduct complaints statistics reported to OLG by 30 November 2018
<b>Agendas publicly available Friday prior to Council meeting</b>	100%	100%	Governance	Agendas and business papers are uploaded on to Council's website on the Friday preceding the Council meeting.
<b>Resolutions actioned before next meeting</b>	90%	-	Governance	Resolution Action Sheet is distributed to responsible staff on an ongoing basis and is reported to Council quarterly
<b>Policies reviewed by their required date</b>	100%	-	Governance	Program of policy review adopted by Council on 19 December 2018. Two tranches have been presented to Council and all policies were adopted.
<b>Training Program developed and delivered for each Councillor</b>	100%	N/A	Governance	Guidelines released by OLG in December 2018. Training program for individual Councillors will be developed based on the guidelines
<b>Designated persons required to complete returns and register reported to Council within statutory timeframe</b>	100%	100%	Governance	All designated persons completed their pecuniary interest returns and the register was tabled at Council's October 2018 meeting
<b>Delivery of annual cross border work plan</b>	80%	N/A	Governance	This is being developed by the new CRJO

### Appendix 2 - Councillor attendance at Council and Committee Meetings

Ordinary Council meetings	
	Apologies
25 July 2018	Cr Schweikert
22 August 2018	Nil
26 September 2018	Nil
24 October 2018	Cr Noveska
28 November 2018	Cr Taylor
19 December 2018	Crs Noveska and Winchester
23 January 2019	Cr Winchester
27 February 2019	Nil
27 March 2019	Cr Brown
24 April 2019	Nil
22 May 2019	Cr Taylor
26 June 2019	Cr Winchester

Planning and Strategy Committee of the Whole meetings	
	Apologies
11 July 2018	Crs Schweikert, Taylor and Winchester
8 August 2018	Cr Bray
12 September 2018	Cr Overall
10 October 2018	Cr Schweikert
14 November 2018	Nil
13 February 2019	Cr Overall
13 March 2019	Cr Bray
10 April 2019	Cr Noveska
8 May 2019	Cr Biscotti
12 June 2019	Cr Marshall

#### Organisational committees

Audit, Risk and Improvement Committee - Cr Harrison and Cr Brown (until September 2018)		
	Attended	Apology
16 August 2018	Crs Harrison and Brown	
21 November 2018	Cr Harrison	
7 March 2019	Cr Harrison	
19 June 2019	Cr Harrison	

Australia Day Community Awards Committee – Mayor		
	Attended	Apology
9 December 2018	Cr Overall	

Australia Day Organising Committee - Crs Hicks and Schweikert		
	Attended	Apology
27 August 2018	Crs Hicks and Schweikert	
22 October 2018		Crs Hicks and Schweikert
17 December 2018	Crs Hicks and Schweikert	
25 March 2019		Cr Schweikert, Cr Hicks

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Consultative Committee on Aboriginal Issues - Cr Marshall		
	Attended	Apology
18 September 2018	Cr Marshall	
20 November 2018	Cr Marshall	
21 May 2019	Cr Marshall	

Dangerous Dog Panel – Cr Taylor		
	Attended	Apology
19 December 2018		Cr Taylor
22 March 2019	Cr Taylor	
29 May 2019	Cr Taylor	
19 June 2019	Cr Taylor	

Disability Access Committee – Cr Bray		
	Attended	Apology
27 July 2018	Cr Bray	
28 September 2018	Cr Bray	
30 November 2018	Cr Bray	
8 February 2019	Cr Bray	
10 May 2019	Cr Bray	

General Manager's Performance Review Committee – Crs Overall, Schweikert, Brown and Hicks		
	Attended	Apology
13 May 2019	Cr Overall Cr Hicks Cr Schweikert	Cr Brown

Queanbeyan-Palerang Library Service – NSW Public Library Zone – Cr Winchester		
	Attended	Apology
26 October 2018		Cr Winchester
26-30 November 2018 Annual Conference		Cr Winchester
22 February 2019		Cr Winchester

Queanbeyan Sporting Gallery Committee – Mayor		
There were no meetings held during the 2018-19 financial year		

Queanbeyan Sports Council – Crs Biscotti, Hicks and Winchester		
	Attended	Apology
6 August 2018	Crs Biscotti, Hicks and Winchester	
5 November 2018	Cr Biscotti	Crs Hicks and Winchester
4 February 2018	Cr Winchester	Crs Biscotti and Hicks

Sister City Committee – Mayor and Cr Noveska		
	Attended	Apology
22 November 2018	Cr Overall	Cr Noveska

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### Statutory Committees

Dargues Reef Community Consultative Committee – Cr Harrison		
	Attended	Apology
19 September 2018	Cr Harrison	
17 December 2018	Cr Harrison	
19 March 2019	Cr Harrison	
24 June 2019	Cr Harrison	

Integrated Water Cycle Management Project Reference Group – Cr Marshall		
	Attended	Apology
26 July 2018	Cr Marshall	

Jupiter Wind Farm Community Consultative Committee – Cr Hicks		
There were no meetings during 2018-19. This committee was related to a development application which was withdrawn in March 2018.		

Lake George Bush Fire Management Committee – Cr Overall		
Date of meeting	Attended	Apology
26 July 2018	Cr Overall	
19 October 2018	Cr Overall	
9 May 2019	Cr Overall	

Local Traffic Committee – Cr Schweikert		
	Attended	Apology
14 August 2018	Cr Schweikert	
4 December 2018	Cr Schweikert	
12 February 2019	Cr Schweikert	
9 April 2019	Cr Schweikert	
24 May 2019	Cr Schweikert	

Old Cooma Road Holcim Quarry Consultative Committee – Cr Brown		
	Attended	Apology
5 November 2018	Cr Brown	
5 May 2019		Cr Brown

### Locality Committees

Araluen Locality Committee – Crs Winchester and Marshall		
	Attended	Apology
16 October 2018	Crs Marshall & Winchester	

Braidwood Locality – Crs Overall and Noveska		
	Attended	Apology
8 October 2018	Cr Noveska	Cr Overall
15 April 2019	Cr Overall	Cr Noveska



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Bungendore Locality Committee – Crs Schweikert and Biscotti		
	Attended	Apology
25 October 2018	Crs Biscotti and Schweikert	

Burra Locality Committee – Crs Hicks and Taylor		
	Attended	Apology
19 November 2018	Crs Hicks and Taylor	
9 April 2019	Crs Hicks and Taylor	

Captains Flat Locality Committee – Crs Hicks and Marshall		
	Attended	Apology
13 November 2018	Crs Hicks and Marshall	
16 April 2019	Cr Marshall	Cr Hicks

Wamboin Locality Committee – Cr Harrison		
	Attended	Apology
31 January 2019	Cr Harrison	
1 April 2019	Cr Harrison	

### Advisory Meetings

Braidwood and Curtilage Heritage Advisory Committee – Cr Marshall		
	Attended	Apology
9 August 2018	Cr Marshall	
13 September 2018	Cr Marshall	
11 October 2018	Cr Marshall	
8 November 2018	Cr Marshall	
13 December 2018	Cr Marshall	
14 February 2019	Cr Marshall	
14 March 2019	Cr Marshall	

Braidwood Floodplain Risk Management Committee - Cr Harrison		
	Attended	Apology
31 October 2018	Cr Harrison	
7 May 2019	Cr Harrison	

Bungendore Floodplain Risk Management Committee – Cr Schweikert		
This Committee has been closed when the plan was adopted back in 2014.		

Cultural Development and Public Art Advisory Panel – Cr Noveska		
	Attended	Apology
4 September 2018		Cr Noveska

Economic Advisory Panel – Cr Brown		
	Attended	Apology
9 August 2018		Cr Brown

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Environment and Sustainability Advisory Committee – Cr Marshall		
	Attended	Apology
1 August 2018	Cr Marshall	
3 October 2018	Cr Marshall	
5 December 2018	Cr Marshall	
6 March 2019	Cr Marshall	
8 May 2019	Cr Marshall (No Quorum)	

Implementation Advisory Group – Crs Harrison and Schweikert		
	Attended	Apology
28 November 2018	Cr Harrison	Cr Schweikert

Q Advisory Board – Cr Noveska		
	Attended	Apology
6 May 2019		Cr Noveska

Queanbeyan Flood Management Committee – Cr Harrison		
	Attended	Apology
24 July 2018	Cr Harrison	
18 September 2018	Cr Harrison	
7 May 2019	Cr Harrison	

Queanbeyan Showground Advisory Committee – Cr Taylor		
	Attended	Apology
1 April 2019	Cr Taylor	

Queanbeyan Trust Committee – All Councillors		
With the adoption of the new <i>Crown Land Management Act</i> , the Queanbeyan Crown Land Trusts no longer exist.		

QPRC Heritage Advisory Committee - Crs Schweikert and Marshall		
	Attended	Apology
26 July 2018	Cr Marshall	Cr Schweikert
20 September 2018	Crs Marshall and Schweikert	
18 October 2018	Crs Marshall and Schweikert	
15 November 2018	Cr Schweikert	Cr Marshall
13 December 2018	Cr Marshall	Cr Schweikert
21 February 2019	Cr Schweikert	Cr Marshall
21 March 2019	Crs Marshall and Schweikert	
16 May 2019	Crs Marshall & Schweikert	

Tourism Advisory Board – Cr Schweikert		
	Attended	Apology
20 August 2018	Cr Schweikert	

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Youth Advisory Council – Crs Taylor and Winchester		
	Attended	Apology
6 August 2018	Cr Taylor	
5 November 2018	Cr Taylor	Cr Winchester
4 February 2019	Cr Taylor	Cr Winchester
6 May 2019	Cr Taylor	Cr Winchester

### Regional Committees

Canberra Airport Community Aviation Consultation Group – Cr Brown		
Three meetings have been held, 12 July 2018, 22 November 2018 and 21 March 2019, but the minutes do not record who attended.		

Canberra Region Joint Organisation (CRJO) – Cr Overall		
	Attended	Apology
24 September 2018	Cr Overall	
7 December 2018	Cr Overall	
15 February 2019		Cr Overall
24 May 2019	Cr Overall	

Community Safety Precinct Committee – Monaro Local Area Command - Crs Schweikert, Overall and Marshall (until September 2018)		
	Attended	Apology
15 August 2018	Cr Marshall Cr Schweikert	
7 November 2018	Cr Schweikert	Cr Overall
1 May 2019	Cr Overall Cr Schweikert	

South East Australia Transport Strategy (SEATS) - Cr Harrison		
	Attended	Apology
16-17 August 2018		Cr Harrison
8-9 November 2018	Cr Harrison	
14-15 February 2019		Cr Harrison

Southern Joint Regional Planning Panel - Cr Harrison and Cr Bray (alternate)		
	Attended	Apology
2 August 2018	Cr Harrison	
16 August 2018	Cr Harrison	
25 September 2018	Cr Harrison	

### Appendix 3 - Council's Risk Appetite Statement

The following is taken from Council's Risk Management Directive:

#### Council's Risk Appetite

As a local government authority, Council has an obligation to its stakeholders to ensure that it does not accept high levels of risk that might impact on community wellbeing and amenity or the ongoing viability of Council. Accordingly, Council generally has a low appetite for unmitigated risks across all of its day to day operations. However, in order to achieve the outcomes identified in the Community Strategic Plan, Council will have to take some calculated risks to deliver the range of services and infrastructure expected by the local community. This may include risks associated with commercial development and partnerships with other public and private sector entities. In addition, as a newly formed entity there will be significant expectations from a range of stakeholders including the NSW State Government that will exert pressure on Council to meet various performance benchmarks as set out in the Stronger Councils Framework. This will also require Council to take some risk beyond levels it may have traditionally accepted in the recent past.

Council's appetite for risk encompasses the following:

- **Eliminate** – No appetite. Risks to be eliminated or controlled to lowest possible level within available resources and in accordance with legislative requirements
- **Minimise** – Little or no appetite. Risks to be minimised to low level. Some small residual risk acceptable.
- **Manage** – Some appetite. Risks to be managed within tolerance levels and legislative requirements. Some elevated level of risk may be acceptable to achieve specified outcomes.
- **Exploit** – Considerable appetite for risk. Pursue innovation and higher rewards as permitted by legislative requirements despite higher levels of inherent risk.

Council objectives, actions and projects.	<p><b>Manage.</b> In order to achieve the objectives set out in the <i>Integrated Planning and Reporting</i> and <i>Stronger Councils</i> frameworks, Council will have to take some level of calculated risk. This may include some financial, service delivery and reputational risk.</p> <p><b>Exploit.</b> Council acknowledges that opportunities to create benefits are inherent to a number of its activities, such as management of property, joint ventures and creation of partnerships. Council will actively identify and use to advantage opportunities within the local and broader environment that are consistent with its organisational objectives. When appropriate given the potential benefits to be derived, Council will accept a higher level of risk.</p>
Community, ratepayer, and customer safety and wellbeing.	<p><b>Minimise.</b> Council has little or no appetite for acts or omissions that result in injury or illness to third parties, property damage or negative impact on community wellbeing. Council will attempt to control risks to the community of this nature as far as possible within available resources.</p> <p><b>Manage.</b> Council will manage the risks to the community arising from use of public infrastructure such as roads and footpaths by allocating the limited resources available to maintain assets in accordance with the priorities set out in its asset management plans and strategies.</p>
Environmental.	<p><b>Minimise.</b> Council has little or no appetite for environmental damage arising from normal business activities and will ensure controls are in place to minimise such risks.</p>

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	<b>Manage.</b> Council recognises that trade-offs between environmental and other objectives may be necessary to achieve certain organisational objectives, including the construction and maintenance of infrastructure assets.
Financial.	<b>Minimise.</b> Council has little or no appetite for financial loss arising from normal business activities and will ensure controls are in place to minimise financial risks. Council will minimise risk to invested funds.
	<b>Manage.</b> Financial risks associated with major capital projects will need to be assessed on a case by case basis. Council may accept some commercial risk associated with delivery of infrastructure and economic development initiatives. This may include risks associated with partnerships and joint venture arrangements. Council will manage market risk to investment income.
Legal and regulatory.	<b>Minimise.</b> Council has little or no appetite for significant breaches of legal obligations emanating from legislation or contractual arrangements that result in fines, penalties or significant reputational damage.
	<b>Manage.</b> Council will generally manage legal or regulatory breaches by the community, for which Council is the regulatory authority, through education in the first instance and fines and penalties for subsequent breaches. Council will make judgements on whether to proceed with, contest or settle legal matters and will apply risk management principles to the application of penalties.
Reputation and governance.	<b>Minimise.</b> Council has a low appetite for risks that may result in reputational damage but understands that negative publicity may occur as a consequence of making decisions in an environment where there are competing priorities and interests.
	<b>Eliminate:</b> Council has zero appetite for any form of fraud or corruption.
Service delivery and customer satisfaction.	<b>Minimise:</b> Council has little or no appetite for poor quality service, service disruption and/or customer dissatisfaction. Council will strive to meet service standards set out in the Customer Service Charter.
	<b>Manage:</b> Council has a moderate appetite for risks associated with implementation of new systems and improved methods of service delivery. Council is prepared to take a risk based approach to pricing of services. Where service standards are not met Council will act to mitigate the impact. Council will manage business continuity risks posed by natural disasters and other external disruptions
Staff wellbeing.	<b>Minimise:</b> Council has no appetite for risks which might result in negative impacts on staff wellbeing or the working culture of the organisation.
	<b>Manage:</b> Council recognises that it will have to accept some risk of higher than preferred staff turnover during a period of organisational transformation, and that effective performance management practices are required.
Work, health and safety.	<b>Eliminate or minimise:</b> Council has no appetite for avoidable lost time injuries or illnesses to workers or visitors to Council workplaces and will attempt to eliminate or control all safety hazards as far as reasonably practical and in accordance with legislative requirements. Where injuries do occur Council will implement rehabilitation, Return to Work and effective claims management strategies to reduce the impact on the worker and Council.





During the 2018-19 financial year, Council commissioned a mural on the Captains Flat amenities block and completed the upgrade of the bridge over Back Creek.

