

Queanbeyan-Palerang Region

Community Strategic Plan 2042

2025 Revision



Acknowledgement of country

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

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Contact Us

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Welcome

We are delighted to share our community's vision for the next 18 years; the Queanbeyan-Palerang Region Community Strategic Plan 2042. This Plan presents an inspiring roadmap for our region as we move towards 2042 that captures a clear vision and compelling goals for our residents, businesses, community organisations and many partners and collaborators. It is the key strategic plan that will guide us as we work together to achieve great things for Queanbeyan-Palerang.

Since the first Community Strategic Plan (Plan) was developed over a decade ago, it has been used by Council to inform decisions and set the agenda for long-term planning of projects, infrastructure and services. Queanbeyan-Palerang Regional Council has a custodial role in initiating, preparing and maintaining this Plan. Its implementation draws on the continuing partnerships with all levels of government and agencies, non-government organisations, businesses and the community.

With the election of a new Council in September 2024, NSW Integrated Planning and Reporting legislation requires that this Plan be reviewed and updated to ensure it reflects the community's priorities. This updated plan builds on the 2022 Community Strategic Plan, and considers the information gathered from engagement activities that took place in 2024. Your contributions have highlighted the strengths of our region and identified the key challenges we face.

This Plan focuses on fostering sustainable growth while preserving our natural environment. It underscores the importance of balancing development with maintaining the unique character of our towns, ensuring that the Queanbeyan-Palerang region remains a vibrant, connected, and inclusive community. By prioritising economic development, environmental stewardship, and enhanced infrastructure, this Plan aims to create a resilient and prosperous future that supports the well-being of all residents and promotes a high quality of life across the region.

Delivering this vision is not something we can achieve in isolation. Shared decision making and effective working partnerships with government agencies, non-government organisations, business and, of course, our community will be critical to our success.

The unique nature of this Plan is that it is a document for the whole community. If we are to succeed in creating the community we have envisioned with this Plan, we need to work together, and everyone is encouraged to play an active role in whatever way we can. This Plan is designed to encourage commitment to our future and a sense of common purpose and responsibility.

This is the Plan for our Queanbeyan-Palerang, and we are committed to working with our community to reach our goals.

Vision

Queanbeyan-Palerang will be a dynamic, connected, and prosperous region, offering a high quality of life, access to world-class services, and a thriving economy—while preserving our natural landscapes and fostering a strong, vibrant, caring, diverse and inclusive community.

Local Community Plans

Given the breadth and spread of the Queanbeyan-Palerang local government area and the uniqueness of its various towns and villages, in 2023 Council endorsed the proposal to facilitate the development of locality-based community plans across the Local Government Area.

This process is facilitated by Council but driven by the various individuals, associations and community groups in each location. The plans are designed to document and acknowledge the local community vision and the issues and projects that are important to each local area. They will provide input into the development of Council's Delivery and Operational Programs.

The Braidwood Community Plan has been completed and the Captains Flat Community Plan is nearing completion. Any discrete area within the Local Government Area can opt to develop a local community plan.

Integrated Planning and Reporting Framework

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

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



Our Queanbeyan-Palerang

Queanbeyan-Palerang Regional Council is located in the southern tablelands adjacent to Canberra and 250km southwest of Sydney. With a current population of over 65,000, the area is projected to grow to around 80,000 people by 2036.

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

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

Total population
65,368

SEIFA index*
1061

Top industries of employment

- 1 Public Administration and Safety
- 2 Construction
- 3 Health Care and Social Assistance
- 4 Professional, Scientific and Technical Services
- 5 Education and Training

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

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

4

Aboriginal and Torres Strait Islanders

18

born overseas

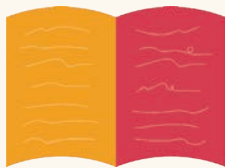
14

speaking languages other than English at home



17

with an individual income less than \$400 per week

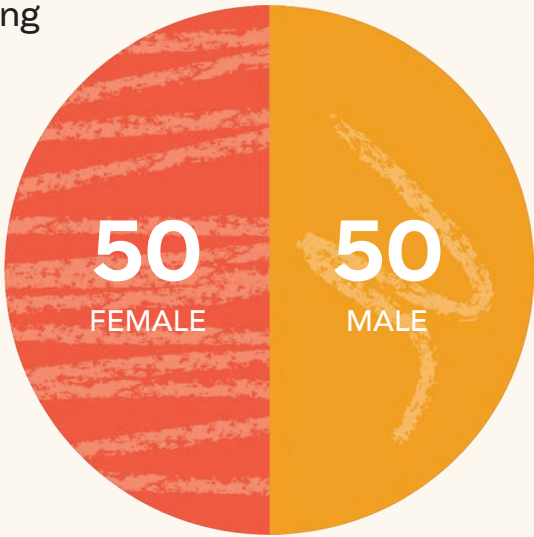


59

that completed higher education

33

that did not complete year 12



25: 0 – 19 years 56: 20 – 59 years
19: 60+ years



27

living by themselves

73

living in families



2

unemployed and looking for work

17

who volunteer

25

working part time

66

working full time



12

care for someone with a disability

4

have a disability



72

who own, or pay a mortgage on a house

26

who rent



74

who drove to work

3

who walked to work

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

Community engagement

What we asked

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

How did you get involved

- **Virtually** – surveys
- **In conversation** – discussion guides, pop ups
- **On paper** –written submissions, drawing sheets

Participation

In 2021 we asked the community what they want our region to look in 2042. More than 1,720 people in the region responded.

This Community Strategic Plan builds on the previous plan, asking the community whether the goals they set three years ago are still true.

More than 800 people from the Queanbeyan-Palerang Region responded and participated between 1 February and 15 March 2024.





Community engagement

What is important to you?

When we asked the Queanbeyan-Palerang community what makes their area a great place to live, the beautiful natural environment was highlighted as the top attribute. Residents greatly valued the natural surroundings, the proximity and beauty of nature, open spaces, the bush, and fresh air. The area's location, close to Canberra and the coast, was also seen as a significant advantage, offering the convenience of a capital city without the feel of city living. The strong sense of community, belonging, and inclusion was another key highlight, with residents feeling connected through active community groups. The area's affordability, rural and country lifestyle, and the emphasis on family, friends, neighbours, and personal homes and gardens were also noted as important factors. Since 2021, there has been a slight decline in the appreciation for the natural environment, though it remains the top-valued attribute. At the same time, the sense of community has grown, with more respondents highlighting the importance of belonging, togetherness, and social networks.

Main challenges

Participants identified several key challenges facing the Queanbeyan-Palerang community. The most significant concern was the lack of affordable housing, rising homelessness, and the shortage of rental properties, coupled with increasing cost-of-living pressures. The poor condition and quality of the road network, growing traffic congestion, and patchy mobile phone service were also highlighted as pressing issues. Social challenges included rising crime rates, particularly theft and family violence, along with drug use, and a lack of community cohesion, which contributed to feelings of isolation, loneliness, and concerns over personal safety. Access to health and medical care was another major issue, with difficulties in seeing doctors and specialists, long travel distances for healthcare, an under-resourced hospital, and

insufficient mental health support. The community also expressed concerns about balancing growth with preserving the natural environment, including fears of overdevelopment and dissatisfaction with the council's planning and development application processes.

Since 2021, there has been a significant decrease in concerns about council performance, suggesting either improvements or a shift in community priorities. Six new key challenges emerged prominently, being housing availability and affordability, infrastructure, social issues, services, development concerns, and transport. Meanwhile, concerns related to the environment, climate change adaptation, and jobs and employment have decreased.

Key priorities

People who took part in the engagement indicated they prioritise:

- Economic growth, focusing on improvements to Monaro Street, updating shop façades, diversifying retail options, and supporting small businesses.
- Caring for the environment by leading climate adaptation efforts, achieving carbon neutrality, increasing canopy cover, and managing waste efficiently.
- Enhancing sports and recreation facilities, including expanding cycling and walking paths, creating dog-friendly areas, and improving aquatic facilities.
- Upgrading infrastructure, with priorities on enhancing car parking, upgrading footpaths, expanding local infrastructure, improving internet and mobile connectivity, maintaining roads, and securing water resources.
- Housing for all, by increasing the availability of affordable housing and reducing homelessness.



Council's role

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

Whilst Queanbeyan-Palerang Regional Council is the custodian of the Community Strategic Plan, all levels of government, businesses, industry groups, community groups and individuals will share the responsibility for achieving our long-term community goals.

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

Provide

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

Collaborate

Partner with the community, business and industry, other councils, and other tiers of government

Advocate

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

Regulate

Ensure individuals, businesses and our organisation follow legislation to keep our community and environment safe

Sustainable Development Goals

In 2015, United Nations Member States, including Australia, adopted the 2030 Agenda for Sustainable Development, which outlines 17 Sustainable Development Goals (SDGs).

There are four principles of social justice: human rights, participation, access and equity. SDGs and social justice are closely related, and both are based on the principle of equity and human rights. The SDGs are a plan of action to achieve prosperity for people and the planet, while social justice is the idea that everyone should access to justice and equal opportunities.

As responsible global citizens, we have integrated the principles of the SDGs into the development of this Community Strategic Plan. By aligning our local strategies with these global goals, we ensure that our community not only addresses local priorities but also contributes to the broader vision of sustainable development worldwide.

These are the seventeen SDGs we have considered in the formulation of our strategies:



The goals:

- | | | |
|--------------------------------|--|--|
| 1. No poverty | 8. Decent work and economic growth | 13. Climate action |
| 2. Zero hunger | 9. Industry, innovation and infrastructure | 14. Life below water |
| 3. Good health and well-being | 10. Reduce inequalities | 15. Life on land |
| 4. Quality education | 11. Sustainable cities and communities | 16. Peace, justice and strong institutions |
| 5. Gender equality | 12. Responsible consumption and production | 17. Partnerships for the goals |
| 6. Clean water and sanitation | | |
| 7. Affordable and clean energy | | |

Plan

The Plan consists of five key themes.

Each theme outlines the objectives, strategies for achieving them, important partners and collaborators, and the specific role of Council.

A separate section explains the review and reporting process, and measures to track progress.

The strategies in this Plan are grounded in Social Justice Principles and have been developed with careful consideration of:

1. Our community

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

2. Our economy

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

3. Our environment

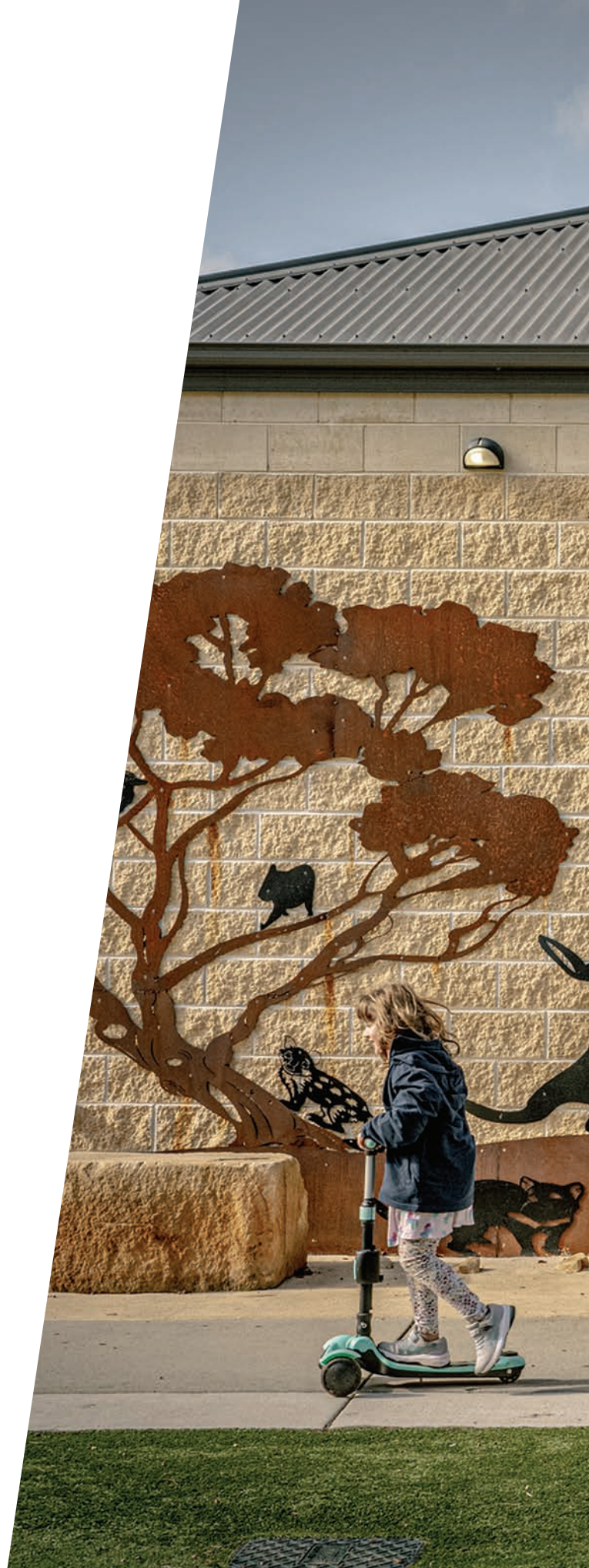
A clean, green community that cherishes its natural and physical character.

4. Our infrastructure

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

5. Our civic leadership

We have contemporary civic leadership and governance that is open, transparent and accountable.





1. Our community

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our region has a vibrant community and cultural life.	1.1 Celebrate the unique heritage and diverse identities of our people, city, towns, villages and rural areas.	Provide Collaborate	Community members Community groups First Nations people and Traditional Owners Community organisations
	1.2 Provide opportunities for people to participate in arts, performance and cultural gatherings, sports, events, and exhibitions.	Provide Collaborate	
	1.3 Honour and support Traditional Owners and First Nations Peoples' self-determination and their enduring connection to Country.	Collaborate	
	1.4 Foster an inclusive region through access to support services and participation in community life.	Provide Collaborate	
Our health, wellbeing and resilience is supported by strong partnerships and access to services.	1.5 Improve health and quality of life through access to services, recreation, and leisure opportunities.	Provide Advocate	NSW Government Community members Community groups Health and community service providers Emergency services
	1.6 Increase community well-being by improving safety, telecommunications coverage, and equitable access to timely care.	Provide Collaborate	
	1.7 Build resilience to prepare and respond to shocks and disasters.	Collaborate	
	1.8 Strengthen community safety and create a secure environment for all residents.	Collaborate Advocate Regulate	
	1.9 Promote experience of, and learning through, volunteering and access to inclusive sporting, cultural, library, historical, and museum services.	Collaborate Advocate	



Supporting documents, plans or strategies

QPRC strategies and plans

Disability Inclusion Action Plan
Events Strategy
Community Satisfaction and Wellbeing Survey
Reconciliation Action Plan
Community Engagement Strategy
Library Strategy

South Eastern Emergency Management Plan
NSW State Infrastructure Strategy

2. Our economy

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our region is dynamic and thriving.	2.1 Support and promote business growth to strengthen the local economy and create more job opportunities.	Collaborate Advocate	Australian Government Business and industry Community groups Community members CRJO NSW Government RDA Southern NSW and ACT
	2.2 Develop our city, towns, and villages to boost appeal, business diversity, technological expertise and economic resilience.	Collaborate Advocate	
	2.3 Ensure our local businesses meet required standards and minimise environmental harm.	Collaborate Regulate	
Our region is a destination of choice, known for liveability and opportunities.	2.4 Enhance the Queanbeyan-Palerang region as a prime destination to boost tourism and local investment.	Collaborate Advocate	Australian Government Business and industry Community members CRJO Education providers NSW Government RDA Southern NSW and ACT Retailers Business Groups
	2.5 Make our city, town and village centres inviting through beautification, maintenance and well-designed environments.	Provide Collaborate	
	2.6 Support the delivery of high quality education and employment opportunities for all ages.	Advocate	
	2.7 Strengthen educational opportunities and vocational pathways to provide residents with relevant skills.	Advocate	



Supporting documents, plans or strategies

QPRC strategies and plans

- QPRC Events Strategy
- QPRC Tourism Plan
- Queanbeyan CBD Retail Growth Strategy
- CBD Transformation Strategy
- Queanbeyan CBD Spatial Master Plan
- Queanbeyan Place Plan
- Digital Economy and Smart Community Strategy
- Bungendore Place Plan
- Queanbeyan Civic and Cultural Precinct Activation Plan

South East and Tablelands Regional Plan 2036

Destination NSW Visitor Economy Strategy 2030

South Jerrabomberra Regional Job Precinct

Canberra Region Economic Development Strategy

Tablelands Destination Development Plan 2025

3. Our environment

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our land, vegetation and waterways are managed in an integrated and sustainable manner.	3.1 Sustain, manage and protect our land, vegetation, biodiversity, and waterways.	Provide Collaborate Regulate	NSW Government Community members Community groups
	3.2 Minimise the environmental impact of development sustainably.	Provide Collaborate Regulate	
	3.3 Reduce greenhouse gas emissions and improve our sustainability and climate change resilience.	Collaborate Advocate	
Our planning systems are robust and support the liveability of the area.	3.4 Support a diversity of quality and affordable housing.	Collaborate Advocate	Community members Community groups Service providers NSW Government Australian Government
	3.5 Guide sustainable growth through strategic land-use planning	Provide Collaborate Regulate	
	3.6 Ensure responsible and balanced development through rigorous assessment and compliance.	Provide Collaborate Regulate	



Supporting documents, plans or strategies

QPRC strategies and plans

- Local Strategic Planning Statement
- Rural Lands Strategy
- Waste Strategy
- Integrated Water Cycle Management
- Community Climate Action Plan
- Queanbeyan-Palerang Regional Local Environmental Plan
- Roadside Vegetation Management Plan
- Bungendore Structure Plan

QPRC strategies and plans continued

- Bungendore Heritage Study
- Braidwood Archaeological Management Plan
- Bywong/Wamboin Greenways Master Plan
- Urban Forest and Cooling Strategy
- Braidwood Structure Plan

4. Our infrastructure

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

Related Sustainable Development Goals



Objectives	Strategies	Council's role	Our partners
Our transport network is safe and allows for ease of movement throughout the region.	4.1 Deliver transport infrastructure that is well maintained and meets community needs.	Provide Collaborate Advocate	NSW Government ACT Government Australian Government Transport providers Business and industry CRJO RDA Southern NSW + ACT Regional Cities NSW
	4.2 Deliver public and community transport services to meet community need.	Advocate	
	4.3 Increase active transport through by providing for safe pedestrian movement, more footpaths and connected walking and cycling tracks.	Provide Collaborate Advocate	
Our community assets allow us to live healthy and social lives.	4.4 Plan for, develop and maintain community facilities that encourage participation in community life.	Provide Collaborate Advocate	Community members Community and sporting groups NSW Government Australian Government Ratepayers Association
	4.5 Support sport and recreation through well maintained and connected green spaces, play spaces, sports fields, and amenities.	Provide Collaborate	
	4.6 Maintain and protect open spaces, parks, reserves, and waterways.	Provide Collaborate Regulate	
Our community's waste, water, sewerage, stormwater and recycled water needs are met.	4.7 Manage the region's water and sewer systems to maximise value for money and long-term sustainability.	Provide Collaborate	NSW Government Water authorities ACT Government CRJO
	4.8 Manage the region's stormwater and maximise use of recycled water.	Provide Collaborate	
	4.9 Manage the region's waste systems to meet community needs, reduce waste to landfill, and recover and reuse resources.	Provide Collaborate	



Supporting documents, plans or strategies

QPRC strategies and plans

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

NSW Future Transport Strategy

Regional NSW Services and Infrastructure Plan

5. Our civic leadership

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

Related Sustainable Development Goals



Strategic objectives	Strategies	Council's role	Our partners
Council is effective, financially sustainable and responsible.	5.1 Ensure Council resources, practices and processes deliver the highest value.	Provide Collaborate	Community members NSW Government CRJO
	5.2 Maintain financial sustainability through prudent budgeting, efficient resource management, and clear oversight.	Provide Advocate	
	5.3 Lead, govern and regulate with integrity, fairness, openness, and accountability.	Provide Collaborate	
	5.4 Participate in local, national, and global networks to advance opportunities for our community.	Provide Collaborate	
Our community is well-informed and engaged.	5.5 Provide residents with timely, relevant, and accurate information about issues that affect them.	Provide Collaborate	All community
	5.6 Encourage and support the community to shape local decision-making.	Provide Collaborate	



Supporting documents, plans or strategies

QPRC strategies and plans

- ICT Strategy and Cyber Security Strategy
- Digital Economy and Smart Community Strategy

QPRC Integrated Planning and Reporting

ACT Government MOU

Canberra Region Joint Organisation Statement of Strategic Priorities

Our progress

Working together

This Plan outlines our collective vision for the future. We must work together to guide and implement strategies that move us towards these goals.

Council is proud to act as the custodian of the Plan, ensuring that the aspirations and priorities of our community are meaningfully documented and elevated among our partners.

Council's commitment in responding to this Plan is reflected in the Delivery Program, which translates strategic objectives into actionable plans over a four-year term, aligning with the Council election cycle.

Review

To ensure accountability and transparency, the plan is reviewed every four years in line with the Council term. This regular review allows the plan to adapt to changing circumstances and emerging community needs.

Reporting

Reporting on our progress is a key component of this process.

Council will prepare the State of the Region Report in the year in which an ordinary election of councillors is held. This Report outlines the implementation and effectiveness of the Community Strategic Plan in achieving its objectives, and will be presented and endorsed to the second meeting of a newly elected Council.

Measures

The following tables outline the measures for determining whether the objectives of this plan are being achieved. They are not measures of Council's performance, but a gauge for stakeholders to determine whether the community is moving closer to, or further away from, the vision.



Measure	Source	Baseline	Desired trend
Community			
Personal Wellbeing Index	UoC Regional Wellbeing Survey 2021	72.5	Increase
Community Wellbeing Index	UoC Regional Wellbeing Survey 2021	5.7	Increase
Sense of Belonging Index	UoC Regional Wellbeing Survey 2021	5.7	Increase
Median Household Income (weekly)	ABS Census 2021	\$2310	Stabilise
Index of Relative Socio-economic Disadvantage (IRSED)	ABS SEIFA 2021	1061	Stabilise
Equity and Inclusion Index	UoC Regional Wellbeing Survey 2021	4.3	Decrease
Percentage of children developmentally vulnerable on 1 or more domains	Australian Early Development Census 2021	22.7%	Decrease
Life expectancy at birth for all persons	Health Stats NSW 2020	85.1 years	Stabilise
Persons with a long-term health condition as a percentage of total population	ABS Census 2021	50.6%	Stabilise
Persons with a mental health condition as a percentage of total population	ABS Census 2021	9.8%	Decrease
Voluntary Work for an organisation (all persons)	ABS Census 2021	16.5%	Increase
General Psychological Distress	UoC Regional Wellbeing Survey 2021	11.0	Decrease
Crime and Safety Index	UoC Regional Wellbeing Survey 2021	3.3	Increase
Mortgage costs >30% of income	Profile ID	9.5%	Stabilise
Rent costs >30% of income	Profile ID	24.4%	Stabilise
Access to general health services	UoC Regional Wellbeing Survey 2021	5.1	Stabilise
Access to specialist health services	UoC Regional Wellbeing Survey 2021	3.6	Stabilise
Access to mental health services	UoC Regional Wellbeing Survey 2021	3.9	Stabilise

Queanbeyan-Palerang Regional Council

Measure	Source	Baseline	Desired trend
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Our Economy

Gross regional product as a % of total State Gross Regional Product 2024	Profile ID 2024	0.49%	Stabilise
Total GST registered businesses 2023	Profile ID 2024	5520	-
Net change of GST registered businesses as a % of total businesses 2023	Profile ID 2024	-0.9%	Stabilise
Total tourism sales as a percentage of NSW's total tourism sales 2022-23	Profile ID 2024	0.3%	Increase
Percentage of persons ages 15-64 years with a non-school qualification at Certificate III or above	ABS Census 2021	66.0%	Stabilise
Persons with no non-school qualifications	ABS Census 2021	34.0%	Increase
Quality of local schools	UoC Regional Wellbeing Survey 2021	5.0	Increase
Total unemployed looking for work	ABS Small Area Labour Markets 2024	1.8%	Stabilise

Environmental

Landscape and Aesthetics Index	UoC Regional Wellbeing Survey 2021	5.9	Increase
Perceived Environmental Health Index	UoC Regional Wellbeing Survey 2021	3.1	Increase
CO2e emissions per capita	Snapshot Climate - Australian Emissions Profiles 2021-22	13.9 tonnes	Stabilise
Average Development Application lodgement time	NSW Planning Portal 2023-24	30 days	Decrease
Average assessment days for Development Applications	OLG Your Council Report 2022-23	154 days	Decrease



Measure	Source	Baseline	Desired trend
Infrastructure			
Road length per capita	OLG Your Council Report 2022-23	26.3 kms	-
Quality of local roads	UoC Regional Wellbeing Survey 2021	3.9	Stabilise
Access to public transport	UoC Regional Wellbeing Survey 2021	3.1	Increase
Mains breaks per 100 kms – Water and sewer	NSW Water 2022-23	16.1 per 100 kms of main	Decrease
Greenhouse Gas Emissions - Total water and sewer	NSW Water 2022-23	7519 CO ₂ eq	Decrease
Recycling Rate	OLG Your Council Report 2022-23	42.7	Increase
Access to Telecommunications Index	UoC Regional Wellbeing Survey 2021	4.6	Increase
Number of public halls	OLG Your Council Report 2022-23	30	-
Number of public libraries	OLG Your Council Report 2022-23	3	-
Open public space	OLG Your Council Report 2022-23	1075.3 ha	-
Number of public swimming pools (including tidal and rock pools)	OLG Your Council Report 2022-23	4	-
Civic leadership			
Operating Performance Ratio	OLG Your Council Report 2022-23	5.7	Stabilise
Average residential rate	OLG Your Council Report 2022-23	\$1248.8	-
Typical residential bill for usage of water and sewerage	NSW Water	\$1619.07	-
Infrastructure backlog ratio	OLG Your Council Report 2022-23	1.2	Decrease
Community Leadership and Collaboration Index	UoC Regional Wellbeing Survey 2021	4.4	Increase
Elected Female Councillors	OLG Your Council Report 2022-23	45	Increase
Having a Say and Being Heard Index	UoC Regional Wellbeing Survey 2021	4.4	Stabilise

Acknowledgements

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

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

