QUEANBEYAN-PALERANG

Community Strategic Plan

2018-2028

QPRC

One heart many parts

FOREWORD

MESSAGE FROM THE MAYOR AND THE CEO/GENERAL MANAGER

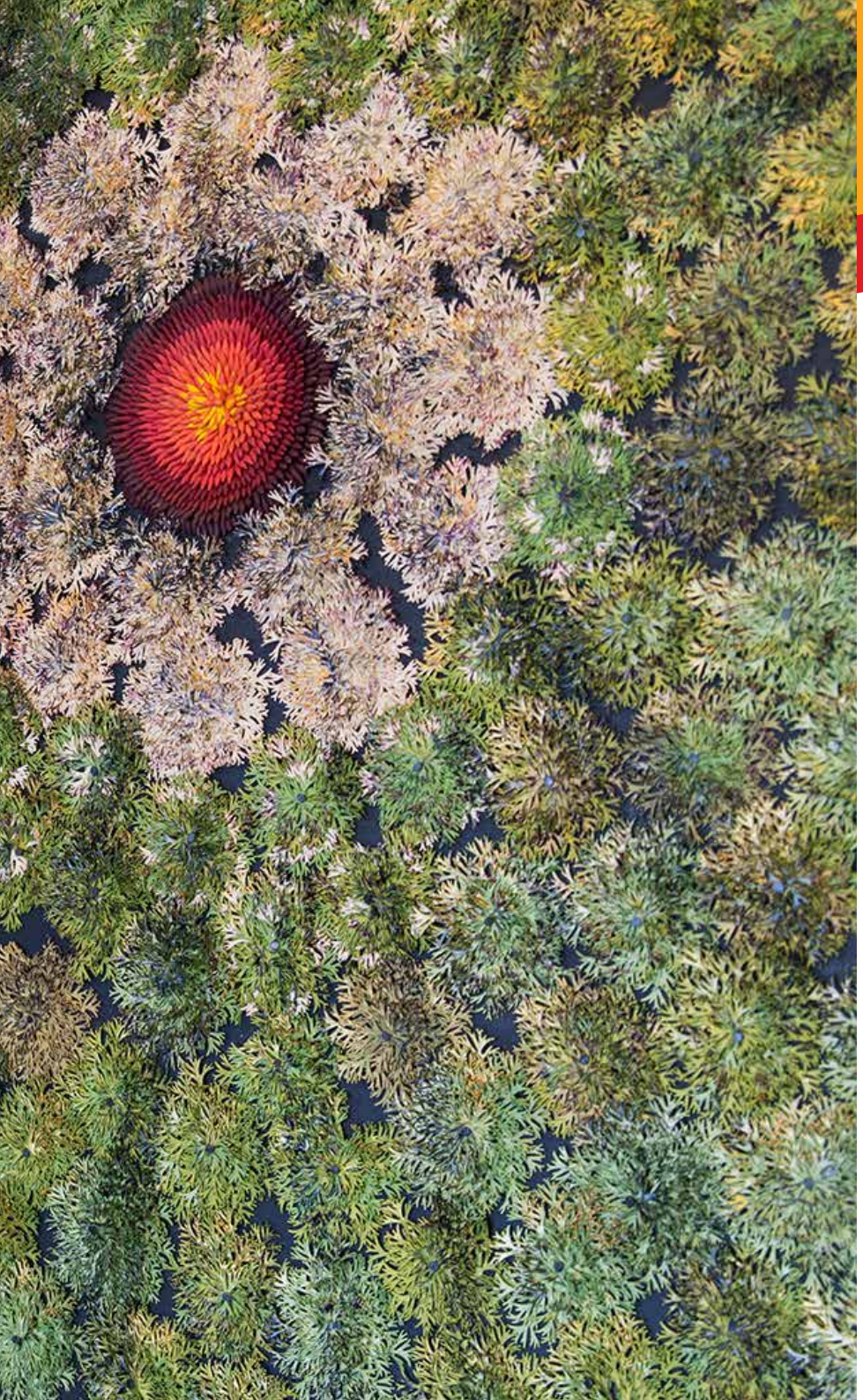
Welcome to Queanbeyan-Palerang's Community Strategic Plan. This document sets out the long term aspirations of the Queanbeyan-Palerang community in terms of where they see their region heading over the next 10 years and what are the things they most value about living here. This Plan belongs to the residents of Queanbeyan-Palerang and forms the peak planning document for Queanbeyan-Palerang Regional Council in terms of its Integrated Planning and Reporting Framework.

A comprehensive Community Engagement process was undertaken by the Council at the end of 2016 and early 2017 to find out from the community what their aspirations are and what they feel is important to them in terms of contributing to their quality of life within our region. This information has fed into the Community Strategic Plan and will now help guide how Council and a range of other partners (Federal, State and Non-Governmental Organisations) will assist in helping the community achieve their long-term vision and aspirations. Following the elections of 9 September 2017, councillors provided their own input to this plan.

Council's role in creating this document has been to act as a facilitator to bring the community's views together into a single document and from this distill a long-term vision which reflects where the community sees their region heading over the coming years. Council has a duty to constantly re-test the aspirations within this document with the residents of Queanbeyan-Palerang. This process is in recognition that communities are dynamic and are constantly changing over time. It is therefore important to continually revisit the Community Strategic Plan to ensure that it adequately reflects where the community wants to see their region heading.

Cr Tim Overall
Mayor

Peter Tegart
CEO/General Manager



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1.0 WHAT IS THE COMMUNITY STRATEGIC PLAN?

The Community Strategic Plan is a high level aspirational plan which identifies a community's main priorities and aspirations for the future and identifies the strategies for achieving these. It is also required to set out a community's long term 'Vision' for their region.

It is important to note that the Community Strategic Plan is 'the community's plan' which is owned by the community. While Queanbeyan-Palerang Regional Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the residents of the Queanbeyan-Palerang local government area, it is not wholly responsible for its implementation. Other partners, such as State and Federal government, community groups and individual residents also have roles in delivering the long-term community outcomes identified in this plan.

Council's response to the aspirations identified by the community in the Community Strategic Plan will be via its Delivery Program. This is Council's political response to the community's broad aspirations and as such is Council's plan as required by the Integrated Planning & Reporting Framework (see Section 2.0).

The Community Strategic Plan must take a long term outlook and cover a minimum timeframe of 10 years to:

- Establish the desired strategic outcomes (directions) together with strategies to achieve those outcomes.
- Address social, environmental, economic and civic leadership issues in an integrated manner.
- Be based on the social justice principles of equity, access, participation and rights, and
- Give due regard to the NSW State Plan and other relevant state and regional plans.

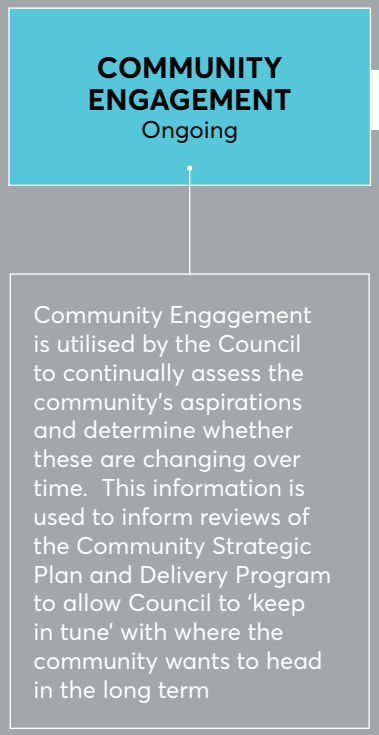
2.0 WHAT IS INTEGRATED PLANNING & REPORTING AND WHY IS IT SO IMPORTANT?

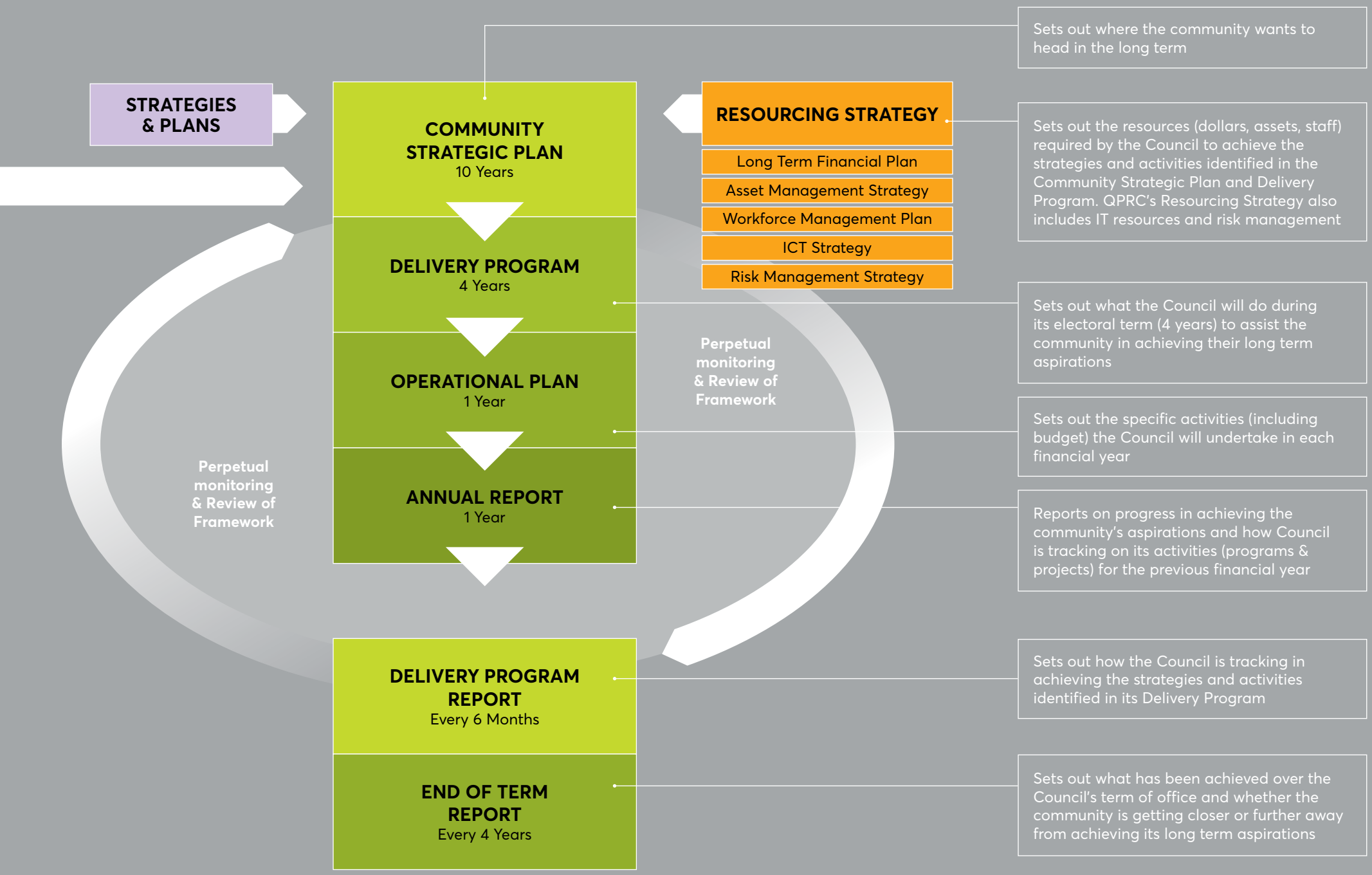
The Integrated Planning and Reporting (IP&R) Framework aims to ensure a more sustainable and responsive local government sector. All NSW Councils were required to facilitate the development of a Community Strategic Plan (with a minimum 10 year outlook) along with a Delivery Program (based around the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

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

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

Figure1: Overview of the Integrated Planning Framework




STRATEGIES & PLANS
COMMUNITY STRATEGIC PLAN
10 Years
DELIVERY PROGRAM
4 Years
OPERATIONAL PLAN
1 Year
ANNUAL REPORT
1 Year
DELIVERY PROGRAM REPORT
Every 6 Months
END OF TERM REPORT
Every 4 Years
RESOURCING STRATEGY
Long Term Financial Plan
Asset Management Strategy
Workforce Management Plan
ICT Strategy
Risk Management Strategy
Perpetual monitoring & Review of Framework
Perpetual monitoring & Review of Framework
Sets out where the community wants to head in the long term
Sets out the resources (dollars, assets, staff) required by the Council to achieve the strategies and activities identified in the Community Strategic Plan and Delivery Program. QPRC's Resourcing Strategy also includes IT resources and risk management
Sets out what the Council will do during its electoral term (4 years) to assist the community in achieving their long term aspirations
Sets out the specific activities (including budget) the Council will undertake in each financial year
Reports on progress in achieving the community's aspirations and how Council is tracking on its activities (programs & projects) for the previous financial year
Sets out how the Council is tracking in achieving the strategies and activities identified in its Delivery Program
Sets out what has been achieved over the Council's term of office and whether the community is getting closer or further away from achieving its long term aspirations

WHAT IS THE RELATIONSHIP BETWEEN THE PLANS?

Figure 2 below shows that the Community Strategic Plan identifies the community's long term desired outcomes. It also identifies the key strategies which help achieve these outcomes. The Delivery Program picks up on these key strategies and identifies the activities Council will undertake during its four year *term of office. The Operational Plan, which is a sub-plan of the Delivery Program, identifies the specific activities (which consist of programs and projects) and the required budget to deliver these during a specific financial year.

Figure2: The relationship between the Community Plan, Strategic Plan, Delivery Program and Operational Plan

* QPRC's first Delivery Program will run for only three years (2018-2021). This is because QPRC's elections, like those for the 19 other newly merged councils were delayed for one year and were held in September 2017 compared to September 2016 for the non-merged councils. By having a three year Delivery Program, the 20 newly merged councils will bring their corporate planning into line with those of the non-merged councils.

3.0 QUEANBEYAN-PALERANG

WHERE WE ARE NOW?

Current population of 56,000 Increasing to

76,000 by 2031

In the Queanbeyan-Palerang Regional Council Area

33% of households were made up of couples with children in 2011, compared with

27% in Regional NSW

In the Queanbeyan-Palerang Regional Council Area,

26% of the dwellings were medium or high density, compared to

16% in Regional NSW

The total number of dwellings in the Queanbeyan-Palerang Regional Council Area

24,150

Area of

5,319km²

Gross Regional Product

$2.2 billion

Population density

0.11 persons/ha

Local Business **4359**

Total number of dwellings in Q-P increased by

1522

Between 2006-2011

Unemployment Rate

1.9%

c.f. NSW rate of

5.0%

(Sept 2016)

28% of households earn an income of

$2,500 or more per week

c.f. 21% for NSW

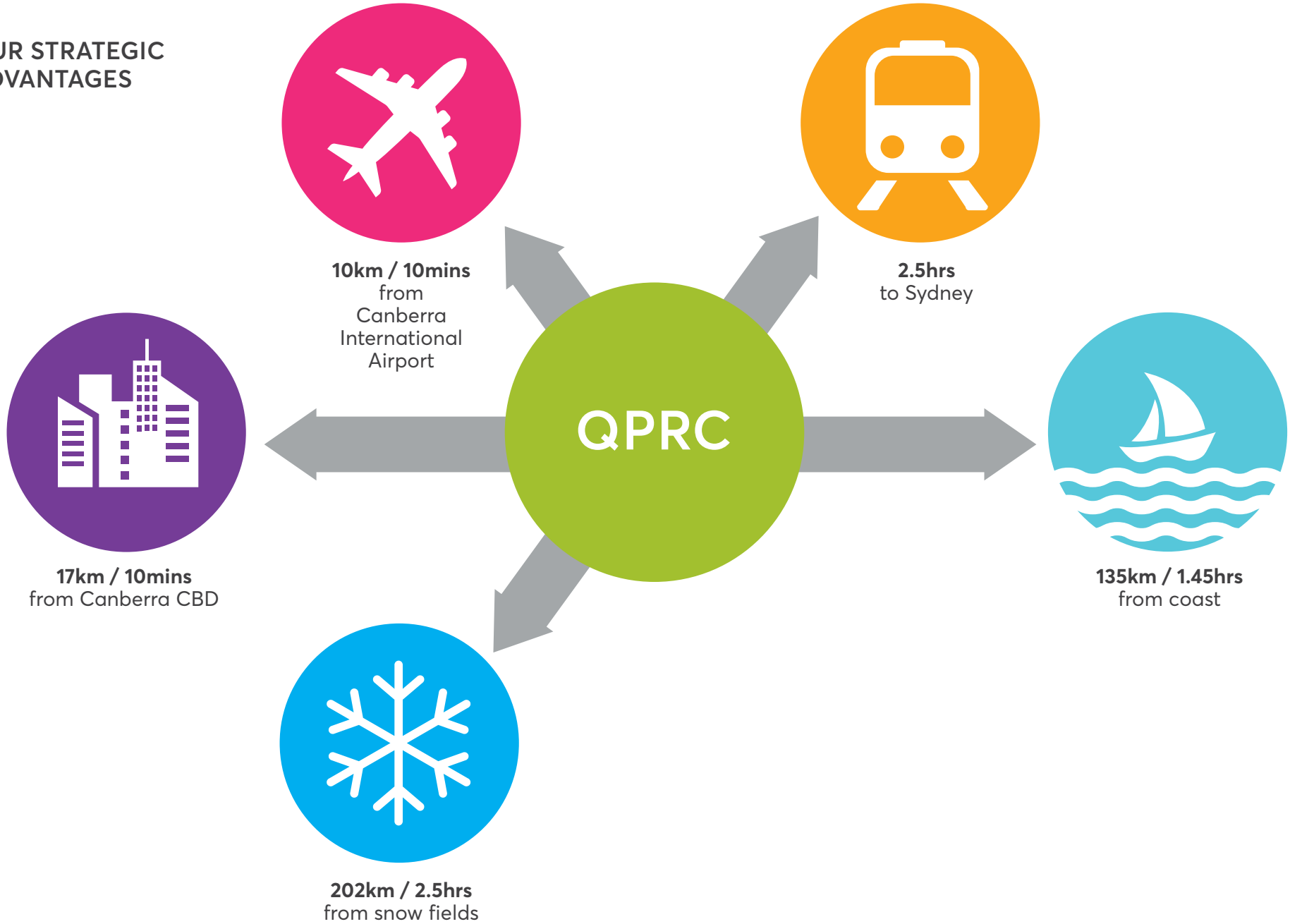
SEIFA Index of Disadvantage Score **1055.6**

Compared to:

Tamworth	915.4
Albury	978.6
Young	947.3
Goulburn	951.4
City of Sydney	1019.9

Note: the higher SEIFA score is, the lower the level of disadvantage is within the community.

OUR STRATEGIC ADVANTAGES



4.0 WHAT THE QUEANBEYAN-PALERANG COMMUNITY HAVE SAID

4.1 OVERVIEW OF THE COMMUNITY ENGAGEMENT PROCESS:

Over 2016 and 2017 Queanbeyan-Palerang Regional Council undertook a comprehensive community engagement process to ascertain the community's long term vision and identify their strategic priorities for the region. This information has been collated to develop a Vision Statement and feed into the development of strategic directions within this Community Strategic Plan. The community engagement process has consisted of two components:

- A community satisfaction survey undertaken in August-September 2016, and
- A community engagement project undertaken over February-April 2017 consisting of a structured survey, video vox pops and story capture from stakeholder groups.

Detail on the outcome of this community engagement process is outlined in Appendix 1. Set out below are the key findings of the community engagement process.

4.2 KEY FINDINGS OF THE COMMUNITY ENGAGEMENT – WHAT YOU HAVE TOLD US

OUR LIKES

- The community of Queanbeyan-Palerang shares a common appreciation of the benefits of living in a place that offers the opportunity for strong social and environmental connections traditionally associated with country and rural communities
- This is augmented by the opportunities available through its convenient proximity to the larger metropolitan centre of Canberra, and the Coast
- It is a neighbourly, friendly, caring and inclusive community in which people enjoy peace and quiet and natural beauty of the natural environment and the landscape and the bush and the clean air

OUR DISLIKES

- The ugliness and perceived neglect of public spaces – the noise, graffiti, rubbish and general neglect
- Roads, traffic and transport – congestion and lack of connectivity and poor public transport
- Feeling unsafe
- Dissatisfaction with sports and recreation facilities and sportsgrounds
- Problems with uncontrolled dogs

OUR STRATEGIC PRIORITIES
What is important to us

Maintenance of road infrastructure to allow safe and easy travelling through the region, and advocacy for improved public transport

Provision and maintenance of public areas, including pedestrian and bike paths

Protection of the natural environment

Adoption of sustainable and renewable energy and management of waste

A fair, transparent and accountable council that creates opportunities for engagement and responds to the community's aspirations

Land use planning that responds to local needs

5.0 THE VISION FOR THE REGION

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 the additional strategic pillar of 'connection').

QUEANBEYAN PALERANG

Our Vision – Our Future

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

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

Our Aspirations are:

COMMUNITY	• We are a friendly and caring community • We feel safe in the places we visit in our built and natural environment • We respect the indigenous relationship with the land we live on • Our community and our identity are made vibrant by the expression of arts and culture around us
CHOICE	• We have a diverse, resilient and smart economy fostering businesses that create jobs and wealth for all in our community
CHARACTER	• We enjoy the natural beauty and opportunity of our natural environment, and act to protect it through our management of energy and waste • We take pride in our public places, which provide an unique civic identity
CONNECTION	• We are well connected to accessible services and facilities that provide our needs for living, work and leisure
CAPABILITY	• We are served by a Council that listens to us and responds in our best interests in all their actions, and provides the leadership we need to achieve our common aspirations

6.0 OUR STRATEGIC PILLARS

DEFINING OUR STRATEGIC PRIORITIES WITHIN THE INTEGRATED PLANNING & REPORTING FRAMEWORK

The challenge for Queanbeyan-Palerang Regional Council is turning the community's long term aspirations and strategic priorities into reality. To assist with this the Council is using the Integrated Planning & Reporting Framework which requires councils to set out their strategic actions within a quadruple bottom-line structure based around, community, economy, environment and leadership. QPRC has integrated these into four Strategic Pillars of **COMMUNITY**, **CHOICE**, **CHARACTER** and **CAPABILITY**. In addition to this, Council recognises that the community have given a very clear message about the need for key infrastructure issues to be addressed, particularly in regard to roads and access to services. In response to this a fifth Strategic Pillar is seen as being very important for the Queanbeyan-Palerang Region revolving around **CONNECTION**.

Queanbeyan-Palerang's Community Strategic Plan is structured around **FIVE STRATEGIC PILLARS** consisting of:

STRATEGIC PILLAR 1
Community
A vibrant and active Queanbeyan-Palerang
A safe, harmonious, happy and healthy community

STRATEGIC PILLAR 2
Choice
A prosperous Queanbeyan-Palerang
A diverse, resilient and smart economy that creates choice and job opportunities

STRATEGIC PILLAR 3
Character
A sustainable Queanbeyan-Palerang
A clean, green community that cherishes its natural and physical character

STRATEGIC PILLAR 4
Connection
A connected Queanbeyan-Palerang
A well connected community with good infrastructure enhancing quality of life

STRATEGIC PILLAR 5
Capability
A well governed Queanbeyan-Palerang
A capable organisation that leads a community which is engaged and participative

COMMUNITY OUTCOMES – As identified within the Community Strategic Plan

7.0 THE QUEANBEYAN-PALERANG ROADMAP

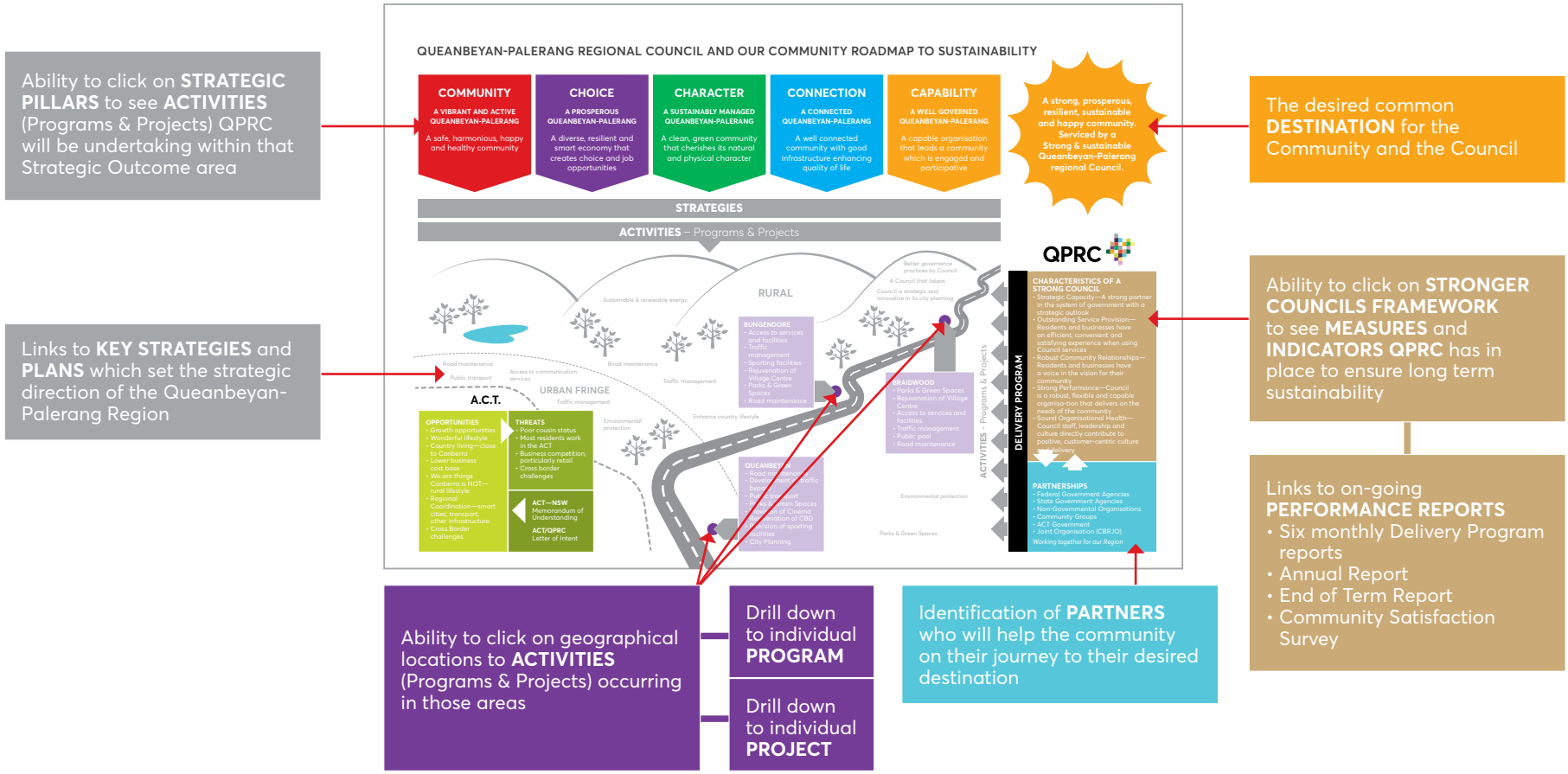
HOW WE WILL HELP THE QUEANBEYAN-PALERANG COMMUNITY ON THEIR JOURNEY

The Queanbeyan-Palerang community and Council are on a joint journey to turn the community's vision and aspirations into reality. To do this they need to ensure they go on the same path to arrive at a common desired destination. To illustrate how this can occur, a Queanbeyan-Palerang Roadmap has been developed. The Roadmap identifies the community's aspirations and shows how we all need to work together to get to our desired common destination. Council has produced the Roadmap in a range of versions consisting of:

- A hardcopy version (which is included in this document)
- A soft copy, interactive version which will be on Council's website. This will be available from mid-2018.

The softcopy version provides a 'drill down' capability for members of the community where they can look at individual activities (programs and projects) the Council is undertaking across the Queanbeyan-Palerang region over the period of the Council's first Delivery Program which will cover the period 1 July 2018 to 30 June 2021.

Figure 1. Drill-Down capability of the Queanbeyan-Palerang interactive Roadmap



QUEANBEYAN-PALERANG REGIONAL COUNCIL AND OUR COMMUNITY ROADMAP TO SUSTAINABILITY

COMMUNITY

A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

A safe, harmonious, happy and healthy community

CHOICE

A PROSPEROUS QUEANBEYAN-PALERANG

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

CHARACTER

A SUSTAINABLY MANAGED QUEANBEYAN-PALERANG

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

CONNECTION

A CONNECTED QUEANBEYAN-PALERANG

A well connected community with good infrastructure enhancing quality of life

CAPABILITY

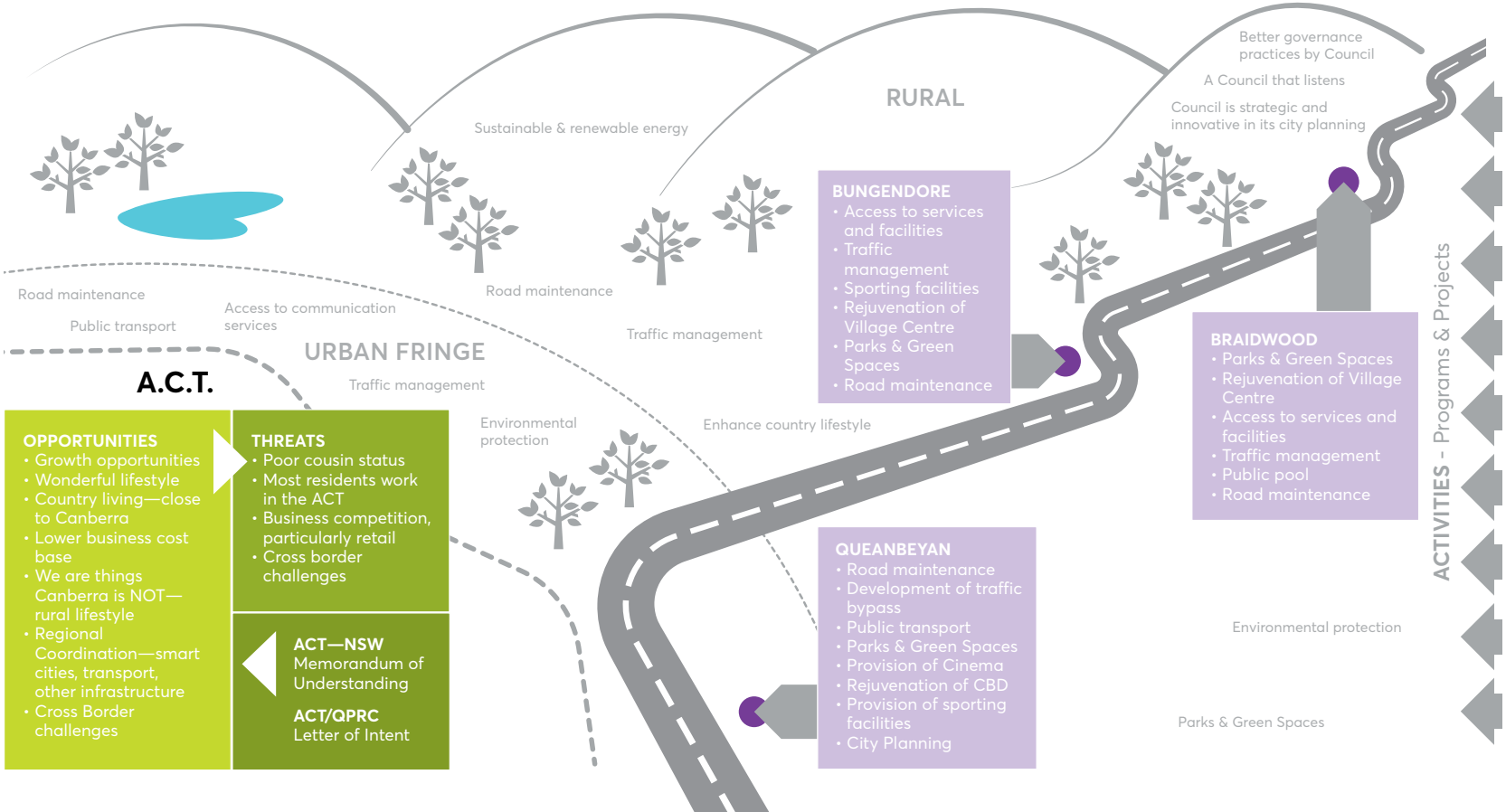
A WELL GOVERNED QUEANBEYAN-PALERANG

A capable organisation that leads a community which is engaged and participative

A strong, prosperous, resilient, sustainable and happy community. Serviced by a Strong & sustainable Queanbeyan-Palerang Regional Council.

STRATEGIES

ACTIVITIES – Programs & Projects



QPRC

DELIVERY PROGRAM

CHARACTERISTICS OF A STRONG COUNCIL

- Strategic Capacity—A strong partner in the system of government with a strategic outlook
- Outstanding Service Provision—Residents and businesses have an efficient, convenient and satisfying experience when using Council services
- Robust Community Relationships—Residents and businesses have a voice in the vision for their community
- Strong Performance—Council is a robust, flexible and capable organisation that delivers on the needs of the community
- Sound Organisational Health—Council staff, leadership and culture directly contribute to positive, customer-centric culture and delivery

PARTNERSHIPS

- Federal Government Agencies
- State Government Agencies
- Non-Governmental Organisations
- Community Groups
- ACT Government
- Joint Organisation (CBRJO)

Working together for our Region

8.0 THE STRATEGIC PILLARS

STRATEGIC PILLAR ONE – COMMUNITY

STRATEGIC PILLAR TWO – CHOICE

STRATEGIC PILLAR THREE – CHARACTER

STRATEGIC PILLAR FOUR – CONNECTION

STRATEGIC PILLAR FIVE - CAPABILITY

This Community Strategic Plan is based on the results of the extensive community engagement to identify what is important to the Queanbeyan-Palerang community and the things they want to see put in place to enhance their quality of life in the long term. This Plan has been structured around the five Strategic Pillars of **Community**, **Choice**, **Character**, **Connection** and **Capability**.

For each of the Strategic Pillars there is a detailed table of:

POST

STRATEGIC PILLAR 1

COMMUNITY

A VIBRANT AND ACTIVE QUEANBEYAN-PALERANG

KEY RESULT AREA (KRA) – WHAT THE COMMUNITY WANTS TO SEE ACHIEVED

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

WHAT THE COMMUNITY HAVE SAID:

The community share a common appreciation of the benefits of living in a place that offers the opportunity for strong social and environmental connections traditionally associated with country or rural communities. They believe the region is a community that is neighbourly, friendly, caring and inclusive. However, concern was raised over perception of safety, dissatisfaction with the provision of sports and recreation facilities and playgrounds.

STRATEGIC PILLAR 1 - COMMUNITY		
KEY GOAL	COMMUNITY OUTCOME	COMMUNITY STRATEGY – Service Objective
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	Develop the cultural capacity of the community through the availability and participation in arts, performance and cultural gatherings, events and exhibitions in the Queanbeyan-Palerang region
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	Develop the sense of community through the availability and participation in aged, youth, children and indigenous services, and support for disability services in the Queanbeyan-Palerang region
1.3 We are a safe community	The community feels safer and more secure	Continue to strengthen community safety and crime prevention partnerships with key stakeholders
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	Continue to develop the knowledge capacity of the community through the availability and participation in library, historical and museum services across the region
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	Support the active recreational, sporting and health pursuits of the community through the availability of facilities and participation in programs and events in the Queanbeyan-Palerang region

COMMUNITY PARTNERS	KEY GOAL	1.1	1.2	1.3	1.4	1.5
Commonwealth Government	• Department of Health & Ageing		●			
	• Australian Federal Police			●		
	• Australian Children's Educational and Care Quality Authority				●	
	• National Disability Insurance Agency		●			
NSW State Government	• Office of Communities		○		○	
	• Department of Family and Community Services		●		●	
	• State Libraries of NSW				●	
	• NSW Police			●		
	• NSW Department of Education				●	
	• TAFE NSW				●	
Queanbeyan-Palerang Regional Council	• Advocacy for funding and services for the community	○	●			
	• Disability Inclusion Action Plan		●			
	• Cultural Plan	●				
	• Cultural & Arts Consultative Committee	●				
	• Cultural Arts Assistance	●				
	• Community Donations Programs	●	●			
	• Aboriginal Consultative Committee		●			
	• Reconciliation Action Plan		●			
	• Crime Prevention Plan			○		
	• Community Safety Strategy			○		
	• CCTV Camera Program			●		
	• Family Day Care		●			
	• QPRC Library Service				●	
	• Museums				●	
	• Queanbeyan Indoor Sports Centre					●
	• Queanbeyan Aquatic Centre					●
	• Eastern Regional Pools					●
	• Community Development	○	○			
	• Queanbeyan Youth Centre		●			
	• Community Events	●				
	• Community Centres & Bicentennial Hall	●	●			
	• Braidwood National Theatre	●	●			
	• Queanbeyan Performing Arts Centre	●				

● Primary Provider ○ Supporter

COMMUNITY PARTNERS		KEY GOAL 1.1	1.2	1.3	1.4	1.5
Non Government Organisations	• Community Service Groups	●				●
	• Aboriginal Support Organisations	●	●			
	• STARTS	●				
	• Meals on Wheels		●			
Private Sector	• Financial and in-kind sponsorship and support for cultural and community events	●	●		●	●
	• Provision of employment and training opportunities including Volunteering				●	
	• Provision of affordable housing in new developments		●			
Individual	• Participation in cultural activities and events	◐				
	• Participation in healthy lifestyle activities				●	●
	• Having a good work-life balance	●				
	• Obtaining higher education qualifications and skills				●	
	• Respecting other people's rights and property			●		
	• Being law abiding			●		
	• Reporting criminal activity and antisocial behaviour			◐		

KEY STRATEGIES	COMMUNITY INDICATORS	DATA SOURCE
1.1 We build on and strengthen our community cultural life and heritage	• Perception of community cohesion is increasing • Level of community happiness is increasing	Community Satisfaction Survey
1.2 We are an inclusive region with access to opportunities and community support services by those who need them most	• Increased level of satisfaction with the provision of community services	Community Satisfaction Survey
1.3 We are a safe community	• Crime rates are declining	NSW Bureau of Crime Statistics and Research
1.4 We are a learning community	• Usage of Library and Museums is increasing	Library Service data
1.5 We have an active and healthy lifestyle	• Participation rates in recreational programs are increasing	Aquatic Centre/Indoor Sports Centre data Community Satisfaction Survey

STRATEGIC PILLAR 2

CHOICE

A PROSPEROUS QUEANBEYAN-PALERANG

KEY RESULT AREA (KRA) – WHAT THE COMMUNITY WANTS TO SEE ACHIEVED

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

WHAT THE COMMUNITY HAVE SAID:

The community strongly believe that their geographical proximity to the population, services and facilities of Canberra provides opportunity to develop and expand the region's economic assets. In particular, they believe there is good opportunity for tourism expansion. They also feel affordable living and amenity provided by the region gives them an economic advantage. The rejuvenation of the Queanbeyan CBD and construction of a cinema, as well as providing public amenity in the rural villages is seen as being very important.

STRATEGIC PILLAR 2 - CHOICE		
KEY GOAL	**COMMUNITY OUTCOME**	**COMMUNITY STRATEGY – Service Objective**
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	Develop and support business generation initiatives, CBD Place Management to build economic and employment capability and capacity across Queanbeyan-Palerang
2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	The region has a unique identity with a growing economy and a thriving tourism sector building upon the economic and environmental advantages the region provides	Economic and tourism programs and events promote and enhance the Queanbeyan-Palerang economy and region as a destination of choice adding to the economic vitality of the region
2.3 Our local businesses meet required standards and are 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	Manage public and environmental health risk through the determination of applications and monitoring compliance of air, water, food, skin penetration, sewage and cemeteries activities within the Local Government Area

COMMUNITY PARTNERS	KEY GOAL	2.1	2.2	2.3
Commonwealth Government	• Council of Australian Governments (COAG)		Supporter	
	• Regional Development Australia		Supporter	
	• Department of Education and Training		Supporter	
	• Centrelink			Supporter
NSW State Government	• NSW Department of Training			Primary Provider
	• Primary Industries Department			Primary Provider
	• Destination NSW		Primary Provider	
	• Transport NSW	Supporter		
Queanbeyan-Palerang Regional Council	• Plan for an promote Tourism opportunities	Primary Provider	Primary Provider	
	• Plan for and promote investment and growth	Primary Provider		
	• CBD and town centre planning and improvements	Primary Provider		
	• Place Management programs	Primary Provider	Primary Provider	
	• Development liaison/concierge	Primary Provider		
	• Monitor and regulate health standards compliance			Primary Provider
	• Provision of food standards information and education			Supporter
	• Access grant funds to provide for economic development and community amenity	Primary Provider	Primary Provider	
Non Government Organisations	• Business Enterprise Centre			Primary Provider
	• Business Chambers and other business organisations			Supporter
	• Registered Training Organisations			Primary Provider
Private Sector	• Be active in business leadership forums/organisations	Primary Provider	Primary Provider	Primary Provider
	• Use locally produced products/services	Primary Provider		
	• Utilise government assistance programs/grants to develop/expand the local economy	Primary Provider		
	• Be supportive in helping start-up businesses to grow in the region			Primary Provider
	• Support access to jobs and training for locals			Primary Provider
Individual	• Undertake education/vocational training		Primary Provider	Primary Provider
	• Shop locally	Primary Provider		Primary Provider
	• Seek access to on-line education services			Primary Provider
	• Actively seek employment			Primary Provider

● Primary Provider ● Supporter

KEY STRATEGIES	COMMUNITY INDICATORS	DATA SOURCE
2.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages	• Increased activities and improved liveliness in our CBD and rural villages	Business Activity Survey
2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	• Increasing trend in tourist visits to the region	NSW Tourism Data
2.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management	• % of complying businesses within the LGA	QPRC inspection program data

STRATEGIC PILLAR 3

CHARACTER

A SUSTAINABLE QUEANBEYAN-PALERANG

KEY RESULT AREA (KRA) – WHAT THE COMMUNITY WANTS TO SEE ACHIEVED

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

WHAT THE COMMUNITY HAVE SAID:

The community strongly value the natural beauty of the region and country lifestyle opportunities this provides. They identify with the open spaces, countryside, rivers and other water bodies which characterise the region. They also take pride in the built environment consisting of parks and gardens as well as heritage elements within their urban areas. However maintenance of the public spaces was seen as being very important and needing greater emphasis. Residents desire an improvement in their surroundings with improved public amenity and public spaces (streetscapes, parks, gardens and greenways).

STRATEGIC PILLAR 3 - CHARACTER		
KEY GOAL	**COMMUNITY OUTCOME**	**COMMUNITY STRATEGY – Service Objective**
3.1 We consider the environmental impacts of future development	The region has quality development which supports the sustainable growth	Support sustainable growth of the Local Government Area through assessment, determination of development, subdivision and building and manage risk through monitoring and compliance
3.2 Our region's urban landscapes are well managed and maintained promoting community pride	The region's public places are clean and attractive	Shape and present urban parks, reserves, fields, playgrounds, CBDs, community lands and greenways as sustainable and attractive places with wayfinding signage to activate visitation and sense of place in Queanbeyan-Palerang
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	Sustain the natural qualities of topography, vegetation and waterways to support the environmental and economic functioning of bio-connections and landscapes and minimise risk through natural hazards
3.4 We actively promote and implement sound resource conservation and good environmental practice	The community applies good environmental practice in their activities	Increase awareness, change behaviours and generate offsets to reduce energy and water consumption and waste generation sourced from non-renewables in community buildings, and through business and residential activity
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	Design natural and built landscapes to incentivise population, agricultural and business growth through sustainably and equitably sited residential, rural and employment lands with appropriate infrastructure and environmental offsets

COMMUNITY PARTNERS	KEY GOAL	3.1	3.2	3.3	3.4	3.5
Commonwealth Government	• Department of Environment and Energy	Supporter		Supporter	Supporter	Supporter
	• Department of Agriculture and Water Resources	Supporter		Supporter	Supporter	Supporter
	• Climate Change Authority	Supporter		Supporter	Supporter	Supporter
	• Clean Energy Regulator and Energy Finance Corporation	Supporter		Supporter	Supporter	Supporter
NSW State Government	• NSW Department of Planning and Environment	Supporter			Supporter	Supporter
	• Environment Protection Authority (EPA) NSW	Supporter		Supporter	Supporter	Supporter
	• NSW Department of Planning and Environment	Supporter		Supporter	Supporter	Supporter
	• Heritage Council of NSW	Supporter	Supporter			
	• NSW Environmental Trust	Supporter				
	• NSW Office of Environment & Heritage	Supporter	Supporter			
	• Local Land Services	Supporter		Supporter	Supporter	Supporter
Queanbeyan-Palerang Regional Council	• Public amenity and urban landscapes maintenance		Primary Provider			
	• Heritage Management	Primary Provider				
	• Vegetation and biodiversity management			Primary Provider		
	• Noxious weeds programs and hazard reduction			Primary Provider	Primary Provider	
	• Environmental education				Primary Provider	
	• Environmental monitoring and reporting	Primary Provider			Primary Provider	
	• Environmental health monitoring and reporting				Primary Provider	
	• Environmental sustainability projects		Primary Provider	Primary Provider	Primary Provider	
	• Strategic land use planning					Primary Provider
Non Government Organisations	• Landcare				Primary Provider	
	• National Tree Day, Earth Hour and Clean-up Australia Day		Supporter		Primary Provider	
	• Keep Australia Beautiful		Supporter		Supporter	
Private Sector	• Reduce emissions and waste and recycle	Primary Provider			Supporter	
	• Use recycled material where possible			Supporter		
	• Invest in solar energy and waste to energy initiatives			Primary Provider		
	• Develop renewal energy sources			Supporter		
Individual	• Continue to commit to reduce, reuse and recycle		Supporter		Supporter	
	• Compost kitchen and green waste		Supporter		Supporter	
	• Choose energy efficient appliances				Supporter	
	• Consider alternative, retrofit water appliances and install a rainwater tank			Supporter		
	• Don't litter		Supporter			
	• Carpool or use public transport where available				Supporter	
	• Participate in a Landcare Group and or environmental events (eg Clean up Australia Day etc)			Supporter		

● Primary Provider ● Supporter

KEY STRATEGIES	COMMUNITY INDICATORS	DATA SOURCE
3.1 We consider the environmental impacts of future development	Level of community satisfaction on the state of the Queanbeyan-Palerang environment	Community Satisfaction Survey
3.2 Our region's urban landscapes are well managed and maintained promoting community pride	Level of community satisfaction with presentation of urban landscapes	Community Satisfaction Survey
3.3 Our natural landscapes and water resources are sustainably managed	Water quality in our waterways is improving Level of water consumption in urban areas is decreasing	Water quality sampling program Water consumption reports
3.4 We actively promote and implement sound resource conservation and good environmental practice	Level of community satisfaction with resource conservation and good environmental practice promoted by QPRC Increased community participation in environmental and sustainability programs	Community Satisfaction Survey Council internal reporting
3.5 We ensure the future planning for the region is well coordinated and provides for its sustainable management	Level of community satisfaction on strategic planning for the region	Community Satisfaction Survey

STRATEGIC PILLAR 4

CONNECTION

A CONNECTED QUEANBEYAN-PALERANG

KEY RESULT AREA (KRA) – WHAT THE COMMUNITY WANTS TO SEE ACHIEVED

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

WHAT THE COMMUNITY HAVE SAID:

The good maintenance of the public spaces and connection within the community were seen as very important to the quality of life for residents. This included the need to have well maintained infrastructure, good waste management, roads, access to public transport and good traffic management. In particular, the need to be able to travel around the region easily and safely was seen as paramount. Social connection issues were also seen as being very important such as access to communication services particularly for rural residents whilst access to social services like healthcare, education and sporting facilities were seen as important for those residing in our rural villages and rural areas.

STRATEGIC PILLAR 4 - CONNECTION

KEY GOAL	COMMUNITY OUTCOME	COMMUNITY STRATEGY – Service Objective
4.1 Our transport infrastructure and networks are well planned and maintained	The region's transport network and infrastructure takes a safe systems approach which allows for the safe ease of movement throughout Queanbeyan-Palerang	Support the safe and equitable movement of commuters, visitors and freight into and through the Local Government Area through safe road user behaviour, contemporary maintained and renewed roads, bridge and paths infrastructure, cycleways and public transport facilities
4.2 We plan for and provide access to potable water supplies for communities across our region	The region's potable water supply systems meet national standards and are managed to adequately meet community demand	Support public health and growth through integrated water cycle management and the safe and equitable delivery of potable supply to residents and businesses in Queanbeyan-Palerang
4.3 We plan for and provide for the management of sewage, stormwater and recycled water within the communities of our region	The region's sewage treatment, stormwater and recycled water systems meet national standards to support public and environmental health in our region	Support public and environmental health through integrated water cycle management and the safe and equitable treatment of sewage and stormwater, the delivery of recycled water supply to residents and businesses in the Local Government Area, and improved water quality flows into the regional environment
4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	The region increases waste minimisation and greater recycling levels of our waste	Support public and environmental health and generation of business through changing community and business behaviours, minimisation of waste to landfill and greater utilisation of recycled waste
4.5 We plan for and provide regional facilities which promote better social connection and access for the community	Social connection within our region is provided for via access to a range of community facilities across the region	Support the safe and equitable access to facilities and amenities through well-presented, sited, efficient, secure and clean buildings for community, civic and recreational use
4.6 We undertake planning to ensure infrastructure is prepared for future growth	Changing community demand is met by well planned for and placed infrastructure	Provide the asset management logistics for the organisation through well planned, sited and designed infrastructure and support facilities

COMMUNITY PARTNERS	KEY GOAL	4.1	4.2	4.3	4.4	4.5	4.6
Commonwealth Government	• Grant funding for infrastructure projects	●	●	●	○	○	○
	• Department of Infrastructure and Regional Development	●	○	○		○	○
	• Department of Communications and the Arts					●	○
NSW State Government	• Roads and Maritime Services	●				○	○
	• NSW Department of Planning and Environment						○
	• NSW Office of Water		○	○	○		
	• NSW Department of Primary Industries					○	
	• Transport for NSW	●					○
	• NSW Police	○					
	• NSW Department of Education	○					
Queanbeyan-Palerang Regional Council	• Infrastructure construction and maintenance	●	●	●	●	●	●
	• Traffic and transport planning and management	●					
	• Asset Management and planning	●	●	●	●	●	●
	• Strategic land use planning					●	●
	• Water and sewer businesses		●	●			
	• Stormwater system management and maintenance			●			
	• Waste collection and recycling				●		
	• Road Safety Education	●					
Non Government Organisations	• Service Clubs undertaking community projects and programs	○			●		
	• Provide support to individuals and groups requiring access to services				○		
Private Sector	• NBN Co						●
	• Private Contractors	●					
	• Registered Training Organisations	●					
Individual	• Public and private domain property and fixtures are treated with respect				○		
	• Participation in environmental education programs and projects to minimise resource use				●		
	• Motivated and informed community that use roads safely	○					

● Primary Provider ○ Supporter

KEY STRATEGIES	COMMUNITY INDICATORS	DATA SOURCE
4.1 Our transport infrastructure and networks are well planned and maintained	Community satisfaction level with the state of the road network	Community Satisfaction Survey
4.2 We plan for and provide access to potable water supplies for communities across our region	Community satisfaction with the state of the water supply system Potable water supplies meet Australian Water Guidelines standards	Community Satisfaction Survey Council water testing program
4.3 We plan and provide for the management of sewage, stormwater and recycled water within the communities of our region	Community satisfaction with the state of the sewage and stormwater systems	Community Satisfaction Survey
4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	Level of waste recycling within the region is increasing	QPRC waste collection data
4.5 We plan for and provide regional facilities which promote better social connection and access for the community	Community satisfaction with access to regional facilities Participation number using regional recreational facilities is increasing	Community Satisfaction Survey Pool/Indoor Sports Centre data
4.6 We undertake planning to ensure infrastructure is prepared for future growth	Community satisfaction level with QPRC planning for future growth of the region	Community Satisfaction Survey

STRATEGIC PILLAR 5

CAPABILITY

A WELL GOVERNED QUEANBEYAN-PALERANG

KEY RESULT AREA (KRA) – WHAT THE COMMUNITY WANTS TO SEE ACHIEVED

'A capable organisation that leads a community which is engaged and participative'

WHAT THE COMMUNITY HAVE SAID:

The community saw it as very important to be served by a Council that is responsive, representative, equitable, open to scrutiny and willing to address red tape. They saw the creation of Queanbeyan-Palerang Regional Council as an opportunity to reset the clock and have an effective and responsive Council with a fair rates structure, strategic planning and a vision that is funded and provides value for money. In particular they want to see improved community engagement and communications.

STRATEGIC PILLAR 5 - CAPABILITY

KEY GOAL	COMMUNITY OUTCOME	COMMUNITY STRATEGY – Service Objective
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	Recruit, retain and remunerate a safe and harmonious workforce placed in the right position at the right time, through contemporary industrial and well-being practice drawn by the business excellence framework
5.2 Our Council is efficient, 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 and develops partnerships to achieve outcomes	Develop and support contemporary quality framework designed to streamline and improve systems and processes, reduce red tape and promote innovation in work practices whilst actively seeking partnerships
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 authoritive self-service	Develop and support a reliable and secure digital and communications platform designed to provide smart and authoritive self-service and mobile services to staff, residents and businesses in the LGA
5.4 Our Council's financial systems are reliable, efficient and effective	Council has in place reliable financial management systems which provide for authoritive and prompt decision making	Develop and support a reliable financial management accounting and reporting environment aligned to service and project frameworks to enable authoritive and prompt decisions by the organisation
5.5 Our Council has in place appropriate risk management frameworks	Council operates within a risk minimisation framework to provide for organisational efficiencies	Positively mitigate jurisdictional and organisational risk through management of risk appetite, risk controls and collective work practices
5.6 Our Council's property portfolio is managed efficiently and effectively to maximise returns to the community	Council strategically manages its property portfolio	Administer property conveyancing and strategically invest and generate returns on divestment or development of council property
5.7 We have a well informed and engaged community	Council communicates and engages effectively and efficiently with its stakeholders	Establish level of trust and service satisfaction with community and business through multi-channelled, well placed and targeted community involvement in planning and projects, information sharing and survey
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	Integrate actions and initiatives from strategies and plans into Community Strategic Plan and assess their impacts and success to improve seamless delivery of services and projects

COMMUNITY PARTNERS	KEY GOAL	5.1	5.2	5.3	5.4	5.5	5.6	5.7	5.8
Commonwealth Government	• Australian Bureau of Statistics			Supporter					Supporter
	• Australian Valuation Office	Supporter	Supporter	Supporter	Supporter		Supporter		
	• Accounting Standards Board	Supporter			Supporter				
	• Federal Seat of Eden-Monaro							Supporter	
NSW State Government	• Increase information sharing	Supporter	Supporter					Supporter	Supporter
	• NSW Electoral Commission							Supporter	Supporter
	• NSW State Seat of Monaro							Supporter	
	• Office of Local Government	Supporter						Supporter	
	• Department of Premier and Cabinet	Supporter						Supporter	
	• Audit Office of NSW				Primary Provider				
	• Information and Privacy Commission of NSW							Primary Provider	
	• NSW Ombudsman	Supporter							
Queanbeyan-Palerang Regional Council	• Engage, consult and inform the community	Primary Provider	Primary Provider	Primary Provider				Primary Provider	Primary Provider
	• Advocacy to all levels of government on community needs								Primary Provider
	• Council and committee meetings	Primary Provider							
	• Elected representatives							Primary Provider	Primary Provider
	• Corporate planning							Primary Provider	Primary Provider
	• Financial sustainability				Primary Provider		Primary Provider		
	• Risk management					Primary Provider			
	• Customer service commitment	Primary Provider	Primary Provider						
Non Government Organisations	• Encourage the community to voice their views							Supporter	
	• Act as advocates for the community – make submissions							Supporter	
	• Provide advice to the community on how to participate							Supporter	
Private Sector	• Adhere to Council's business ethics requirements when doing business with Council			Supporter	Supporter	Supporter			
Individual	• Participate in focus groups and surveys							Primary Provider	
	• Make submissions on Council plans and documents							Primary Provider	
	• Actively participate in Council's Engagement HQ							Primary Provider	
	• Attend Council and Committee meetings							Primary Provider	
	• Attend Council organised community meetings or view meeting webcasts							Primary Provider	
	• Regularly visit Council's website							Primary Provider	
	• Be law abiding at all times							Primary Provider	Primary Provider
	• Participate in residents' associations/organisations							Supporter	

● Primary Provider ● Supporter

KEY STRATEGIES	COMMUNITY INDICATORS	DATA SOURCE
5.1 Our Council is highly professional in delivering services to the community	Community satisfaction level with Council's overall service delivery is increasing	Community Satisfaction Survey
5.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community	Community perception level on the performance of Council is increasing	Community Satisfaction Survey
5.3 Our Council has in place systems to provide quality services to its customers	Community satisfaction with Council's customer service delivery is increasing	Community Satisfaction Survey
5.4 Our Council's financial systems are reliable, efficient and effective	Overall annual financial performance meets financial goals set by Council's Long Term Financial Plan	Council's Financial Statements
5.5 Our Council has in place appropriate risk management frameworks	Implementation of Council's Risk Management Framework	Internal Audit Annual Report
5.6 Our Council's property portfolio is managed efficiently and effectively to maximise returns to the community	Number of legal issues arising from property management per annum	Annual Property Management Report
5.7 We have a well informed and engaged community	Community feels well informed and approves of Council's community engagement processes.	Community Satisfaction Survey
5.8 Our Council's activities work to achieve the Community's Vision and aspirations	Community assessment of movement towards or away from Community Vision and aspirations	Happiness Measurement for End of Term Report

9.0 APPENDICES

APPENDIX 1: Community Engagement for the development of the Community Strategic Plan

APPENDIX 2: Social Justice Principles

APPENDIX 3: How other Plans align to our Community Strategic Plan

APPENDIX 4: Council Plans and Policies

APPENDIX 5: The Stronger Councils Framework

APPENDIX 6: Glossary of Terms

APPENDIX 1

COMMUNITY ENGAGEMENT FOR THE DEVELOPMENT OF THE COMMUNITY STRATEGIC PLAN

The creation of Queanbeyan-Palerang Regional Council in May 2016 with the merger of the former Queanbeyan City and Palerang councils has seen Council commence the collection of baseline data to ascertain community satisfaction and expectation in regard to the range of services it provides as well as trying to find out whether the aspirations of the previous Queanbeyan and Palerang communities have changed significantly in preparation for the development of a new Community Strategic Plan for the region. The previous councils had a tradition of undertaking service satisfaction surveys but comparability of the data collected was very limited due to the different methodologies they employed.

Queanbeyan-Palerang Regional Council is required to facilitate the development of a new Community Strategic Plan for the Queanbeyan-Palerang Region. As a first step to achieving this it needed to engage the regional community to ascertain their long term aspirations. Council commenced collecting region-wide data at the end of 2016 to start building up a new consistent database in respect of community aspirations and identification of community priorities across the new Local Government Area.

A survey was undertaken in August-September 2016. The purpose of the survey was "...to inform priority areas for the newly formed council to focus on." In recognition that service priority and expectation may differ in a spatial context within the newly formed local government area the survey was divided into four distinct geographical areas consisting of:

- the Queanbeyan-Jerrabomberra Urban Area
- Urban Fringe area immediately around the Queanbeyan-Jerrabomberra Area
- The Rural Villages (particularly Bungendore and Braidwood), and
- The remaining Rural hinterland

The localities which form part of these geographical areas are:

- Queanbeyan-Jerrabomberra (Queanbeyan and Jerrabomberra suburbs, including Googong)
- Urban fringe consisting of localities adjacent to the ACT and Queanbeyan-Jerrabomberra, including Tralee, Royalla, Burra, Williamsdale, Carwoola, Wamboin, Sutton, Bywong
- Rural villages of Bungendore, Braidwood and Captains Flat
- Rural hinterland - all remaining localities within the Local Government Area.

Additional data was collected by Council in a comprehensive Community Engagement Project which was undertaken over January-April 2017 to assist with the development of a range of new plans consisting of:

- A new Community Strategic Plan for the Queanbeyan-Palerang Region.
- Identification of community service expectations to inform Council's Service Review
- An Economic Development Plan for the Region
- A refresh of the Queanbeyan CBD Master Plan

The data arising from the engagement for the new Community Strategic Plan was also broken down into the four distinct geographical regions which occurred with the satisfaction survey. This approach was to allow for comparability of the data collected by the two community engagement exercises.

Both community engagement projects have provided Queanbeyan-Palerang Regional Council with baseline data on community satisfaction and expectation levels for service delivery as well as defining the community's long term aspirations to assist with the development of a new Vision for the region.

The 2016 survey highlighted the areas where the community want to see Council prioritising its activities. The survey was based on a telephone survey of a representative

Figure 1a Community Priorities by geographical area within Queanbeyan-Palerang

Queanbeyan-Jerrabomberra
- Water sewerage services
- Condition of the sealed roads
- Condition of local streets and footpaths
- Provision of community services

Urban Fringe
- Condition of sealed roads
- Environmental sustainability
- Waste management
- The appearance of public areas

Rural Villages
- Water and sewerage services
- Condition of sealed roads
- Availability of community services/facilities
- Access to community services

Rural Hinterland
- Condition of sealed roads
- Maintenance of unsealed roads
- Waste management
- Condition of local streets and footpaths
- Community services

sample of 400 residents and was run by consultants engaged by the Department of Premier & Cabinet. The areas of emphasis the community highlighted in terms of service delivery are set out above (see Figure 1a):

On top of this respondents within all four sub-regions placed a heavy emphasis on the new Council needing to put a greater effort into being well run and managed, providing value for money and better engaging with the community in respect of its decision making processes.

The 2017 Community Engagement Project consisted of:

- A structured online questionnaire/survey (which was also available in hard copy at Council offices in Queanbeyan, Bungendore and Braidwood)
- Video vox pops in high traffic areas, and
- Capturing stories from hard to reach stakeholder groups.

The project was marketed across the region under the identity of 'Our Future – make it yours'. The Community Engagement Project was marketed widely across the region through:

- An event launch of the survey by the Administrator on 2 February 2017
- The use of Community Champions to promote the project
- Video uploaded to Council's social media platforms, and
- Newspaper advertisements

The survey was completed by 236 respondents from across the region and the vox pops received the following views:

- Queanbeyan 8200
- Bungendore 7800
- Braidwood 4600

The outcome of the Community Engagement Project is that it identified six strategic priorities which the community would like to see Queanbeyan-Palerang Council focus on. These are:

- Maintenance of road infrastructure
- Provision and maintenance of the public realm
- Protection of the natural environment
- Adoption of sustainable and renewable energy and management of waste
- A fair, transparent and accountable Council, and
- Land use planning that responds to local needs

The Project also identified similar community priorities by geographical area which were highlighted in the 2016 survey. These are set out below (see figure 1b):

Figure 1b Community Priorities by geographical area within Queanbeyan-Palerang

Queanbeyan -Jerrabomberra

- **Roads**
- **Public transport**
- **Cinema**
- **Rejuvenation of the Queanbeyan CBD**
- **Better sporting facilities**

Urban Fringe

- **Roads**
- **Traffic management**
- **Communications**
- **Public transport**

Rural Villages

- **Roads**
- **Traffic management**
- **Parks and Green Spaces**
- **Environmental Protection**

Rural Hinterland

- **Roads**
- **Public pool**
- **Traffic management**
- **Public transport**

Again, all four sub-regions placed a strong emphasis on the newly established QPRC needing to be an effective council that is accountable, efficient, representative and engaging.

The combined information collected from both community engagement projects has highlighted:

(1) That there is a very high community expectation that Council needs to put significant effort and resources into road maintenance (both sealed and unsealed) across the region.

(2) That there is a significant level of community dissatisfaction on the level of resources being put into the maintenance of public space infrastructure and that they would like to see more resources committed to this.

(3) The community wants to see a higher emphasis placed on the provision of and maintenance of recreational facilities as well as ensuring residents have access to services.

(4) That the new Council needs to ensure that it provides community leadership by being an effective council that is accountable, efficient, representative and engaging.

The information provided by the two community engagement projects forms the basis of Council's Community Engagement Strategy to assist in the development of the new Community Strategic Plan.

COUNCILLOR ENGAGEMENT

Engagement was undertaken with the councillors to identify the issues and priorities they had heard from the Queanbeyan-Palerang community during the recent local government elections. This engagement was also in recognition that as elected representatives they fulfill a community leadership role under the provisions of the Local Government Act. The councillors identified a number of issues that are consistent with the community engagement results and are reflected throughout the Strategic Directions, Key Goals and Community Outcomes within the five Strategic Pillar areas. The table below summarises the feedback Councillors received from constituents during the election period. As can be seen here this feedback fell into the following broad categories:

- Provision of sports fields and recreational facilities
- Economic development across the region
- Revitalisation of the Queanbeyan CBD including the need for a cinema complex
- Sound planning processes to protect the environment and heritage
- Managing growth and its impact on town centres and facilities
- Road improvements, maintenance and access as well as carparking
- Transport management and planning
- Telecommunications access
- Engagement and communication by Council
- Representation of rural areas

Table 1: Councillor Engagement Outcomes by Strategic Pillar

STRATEGIC PILLAR	COUNCILLOR ENGAGEMENT - WHAT THE COMMUNITY TOLD THEM	
Strategic Pillar 1: **Community**	• Upgrade of Queanbeyan Aquatic Centre • Ageing population and need for facilities, disability services, infrastructure to allow for mobility of people • Sports fields and facilities - Queanbeyan	• Insufficient sports facilities/grounds • Sports facilities – Bungendore • Skate Park location – Braidwood • Queanbeyan Aquatic Centre at capacity
Strategic Pillar 2: **Choice**	• Economic development – promotion of 'Chamber of Commerce' activities in both Bungendore and Braidwood • Dying main street (Monaro Street) – need to have economic development plan to address this • Cinema complex • Ecologically sustainable economic development	• Empty shops in the Queanbeyan CBD • Braidwood Saleyards – importance to region's economy • CBD decline • CBD revitalisation
Strategic Pillar 3: **Character**	• Planning that protects the natural environment, built and Aboriginal heritage • Waste management • Impact of continuing population growth on the environment	• Development and maintaining village feel - Bungendore • Lack of maintenance plans for Council areas/parks/recreation grounds • Heritage protection – Braidwood • Queanbeyan River Walk extension and cycling
Strategic Pillar 4 **Connection**	• Road maintenance – includes sealing of existing sealed roads, sealing of currently unsealed roads and maintenance of unsealed roads • Traffic management - Bungendore • Footpaths - Braidwood • All weather access on roads (bridges/culverts) • Lack of WiFi in public spaces within Queanbeyan CBD • More bus services between town centres/suburbs across LGA • Captains Flat Road improvements • Woolcara Lane sealing • Cooma Road improvement • Sustainable transport including cycleways • Roads and Bridges	• Transportation – public/private • Duplication of Old Cooma Road • Bus Services • Build Ellerton Drive Extension • Roads between Burra/Googong and Queanbeyan • Roads • Rural roads • Car parking in Wallace Street • Braidwood Bypass road • Car parking – Bungendore • Mobile coverage and telecommunications
Strategic Pillar 5 **Capability**	• Communication of Council activities • Open and transparent decision making • More consultation and engagement with community regarding Council projects • Fairer water usage charges for businesses • Accountable, ethical and open government • Fair and responsible rates, revenue and spending	• Difficulty of community coping with change – community not like it was 30 years ago • Apprehension about the influence of small groups • Proper representation for rural areas • Actually listening to the community, not lip service • Addressing concerns of rural residents – ensuring they aren't forgotten by Queanbeyan centric council

APPENDIX 2

SOCIAL JUSTICE PRINCIPLES

The Community Strategic Plan must be based on the Social Justice Principles of **Access**, **Equity**, **Participation** and **Rights**.
The diagram below sets out what each of these principles are and what they mean to the Queanbeyan-Palerang Community Strategic Plan.

ACCESS

All people should have fair access to services, resources and opportunities to improve their quality of life

EQUITY

There should be fairness in decision making, prioritisation and allocation of resources particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances

RIGHTS

Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life

PARTICIPATION

Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives

APPENDIX 3

HOW OTHER PLANS ALIGN TO OUR COMMUNITY STRATEGIC PLAN

The Community Strategic Plan is required to be integrated and aligned with Plans of other levels of Government. In particular "…it must have due regard to the State Plan and other state and regional plans."

The two most important plans which Queanbeyan-Palerang needs to take into consideration are:

- The NSW State Plan, and
- The South East & Tablelands Regional Plan

The NSW State Plan was originally published in 2011 identifying 32 State Goals based around five strategies of Rebuild the Economy, Provide Quality Services, Renovate Infrastructure, Strengthen our Local Environment and Communities, and Restore Accountability to Government. The Government reviewed the Plan in 2015. This resulted in the identification of 30 Key Reforms of which twelve were highlighted as Premier's Priorities (see Diagram below).

PREMIER'S PRIORITIES

- Creating Jobs
- Building Infrastructure
- Reducing Domestic Violence
- Improving Service Levels in Hospitals
- Tackling Childhood Obesity
- Improving Education Results
- Protecting our Kids
- Reducing Youth Homelessness
- Driving Public Sector Diversity
- Keeping our Environment Clean
- Faster Housing Approvals
- Improving Government Services

STATE PRIORITIES

Strong Budget & Economy

- Making it easier to start a Business
- Encouraging Business Investment
- Boosting Apprenticeships
- Accelerating Major Project Assessment
- Protecting our Credit Rating
- Delivering Strong Budgets

Infrastructure

- Improving Road Travel Reliability
- Increasing Housing Supply

Protecting the Vulnerable

- Transitioning to the National Disability Insurance Scheme
- Creating Sustainable Social Housing

Better Services

- Improving Aboriginal Education Outcomes
- Better Government Digital Services
- Cutting Wait Times for Planned Surgeries
- Increasing Cultural Participation
- Ensure on-time running for Public Transport

Safer Communities

- Reducing Violent Crime
- Reducing Adult Re-offending
- Reducing Road Fatalities
- Creating Sustainable Social Housing

In addition to the NSW State Plan another key plan for the region is the South East & Tablelands Regional Plan. The NSW Department of Planning finalised this plan in July 2017 which provides a twenty year blueprint for the region based around Goals and Actions that will build a strong diversified economy as well as resilient and sustainable communities across the region. The Regional Plan replaces:

- The South Coast Regional Strategy 2006-31
- The Sydney-Canberra Corridor Regional Strategy 2006-31, and
- The South Coast Regional Conservation Plan

The Regional Plan is based around Goals and Directions as set out below:

GOAL 1

A CONNECTED AND PROSPEROUS ECONOMY

Direction 1 Leverage access to the global gateway of Canberra Airport
Direction 2 Enhance tourism and export opportunities through the Port of Eden
Direction 3 Develop the Snowy Mountains into Australia's premier year round alpine destination
Direction 4 Leverage growth opportunities from Western Sydney
Direction 5 Promote agricultural innovation, sustainability and value-added opportunities
Direction 6 Position the region as a hub of renewable energy excellence
Direction 7 Grow the South Coast's aquaculture industry
Direction 8 Protect important agricultural land
Direction 9 Grow tourism in the region
Direction 10 Strengthen economic self-determination of Aboriginal communities
Direction 11 Enhance strategic transport links to support economic growth
Direction 12 Promote business activities in urban centres
Direction 13 Manage the ongoing use of mineral resources

GOAL 2

A DIVERSE ENVIRONMENT INTERCONNECTED BY BIODIVERSITY CORRIDORS

Direction 14 Protect important environmental assets
Direction 15 Enhance biodiversity connections
Direction 16 Protect the coast and increase resilience to natural hazards
Direction 17 Mitigate and adapt to climate change
Direction 18 Secure water resources

GOAL 3

HEALTHY AND CONNECTED COMMUNITIES

Direction 19 Strengthen cross-border connectivity
Direction 20 Enhance access to goods and services by improving transport connections
Direction 21 Increase access to health and education services
Direction 22 Build socially inclusive, safe and healthy communities
Direction 23 Protect the region's heritage

GOAL 4

ENVIRONMENTALLY SUSTAINBLE HOUSING CHOICES

Direction 24 Deliver greater housing supply and choice
Direction 25 Focus housing growth in locations that maximize infrastructure and services
Direction 26 Coordinate infrastructure and water supply in a cross-border setting
Direction 27 Deliver more opportunities for affordable housing
Direction 28 Manage rural lifestyles

As well as links to the State and Regional Plan, Queanbeyan-Palerang's close proximity to the ACT requires the development and management of an effective and productive relationship with the Territory to support beneficial regional outcomes. Queanbeyan-Palerang Regional Council and the ACT Government signed a Letter of Intent on 19 August 2016 to develop a positive working relationship between the two jurisdictions based around the ACT-NSW Memorandum of Understanding for Regional Collaboration. This MOU has quite close links to the South East & Tablelands Regional Plan, especially Goal 1 (see p.48 above). The following Principles and Priorities have been identified in the MOU

PRINCIPLES FOR ENGAGEMENT	PRIORITY AREAS OF ENGAGEMENT
• Optimising best of region outcomes • Pursuing borderless approach to key infrastructure • Sharing information and data to inform planning and policy development and initiatives	• Improving road and active transport connectivity • Collaboration on policy and planning opportunities to consider management of water, sewage, waste and renewable energy on a regional scale • Planning and collaboration on major contiguous developments • Understanding the infrastructure requirements to support population growth • Coordinating efforts to support major events across the ACT and QPRC

The table on the following spread shows how the Queanbeyan-Palerang Community Strategic Plan key goals align to the priories of the NSW State Plan and the Goals and Directions of the South East & Tablelands Regional Plan.

This table shows how the Queanbeyan-Palerang Community Strategic Plan key goals align to the priories of the NSW State Plan and the Goals and Directions of the South East & Tablelands Regional Plan.

	Premier's Priorities	COMMUNITY					CHOICE			CHARACTER		
		1.1 We build on and strengthen our community cultural life and heritage	1.2 We are an inclusive region with access to opportunities and community support services by those who need them most	1.3 We are a safe community	1.4 We are a learning community	1.5 We have an active and healthy lifestyle	2.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages	2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	2.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management	3.1 We consider the environmental impacts of future development	3.2 Our region's urban landscapes of our region are well managed and maintained promoting community pride	3.3 Our natural landscapes and water resources are sustainably managed
Regional Goal Build communities that are strong, healthy and well connected	**Creating Jobs**				●			●	●			
	Driving Public Sector Diversity		●									
	Making it easier to start a Business								●			
	Boosting Apprenticeships				●							
	Accelerating Major Project Assessment									●	●	
	Protecting our Credit Rating											
	Delivering Strong Budgets											
NSW Goal Building Infrastructure	**Building Infrastructure**											
	Faster Housing Approvals									●		
	Improving Road Travel Reliability										●	
	Increasing Housing Supply											
NSW Goal Protecting the Vulnerable	**Reducing Domestic Violence**			●								
	Tackling Childhood Obesity					●						
	Protecting our Kids			●								
	Reducing Youth Homelessness		●									
	Transitioning to the National Disability Insurance Scheme		●									
	Creating Sustainable Social Housing											
NSW Goal Better Services	**Improving Service Levels in Hospitals**					●						
	Improving Education Results				●							
	Keeping our Environment Clean									●	●	●
	Improving Government Services											
	Improving Aboriginal Education Outcomes	●	●									
	Better Government Digital Services											
	Cutting Wait Times for Planned Surgeries											
	Increasing Cultural Participation	●										
	Ensure on-time running for Public Transport											
NSW Goal Safer Communities	Reducing Violent Crime			●								
	Reducing Adult Re-offending			●								
	Reducing Road Fatalities			●								

			CONNECTION						CAPABILITY							
	3.4 We actively promote and implement sound resource conservation and good environmental practice	3.5 We ensure the future planning of the region is well coordinated and provides for its sustain able management	4.1 Our transport infrastructure and networks are well planned and maintained	4.2 We plan for and provide access to potable water supplies for communities within our region	4.3 We plan and provide for the management of sewage, stormwater and recycled water within the communities of our region	4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	4.5 We plan for and provide regional facilities which promote better social connection and access for the community	4.6 We undertake planning to ensure infrastructure is prepared for future growth	5.1 Our Council is highly professional in delivering services to the community	5.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community	5.3 Our Council has in place systems to provide quality services to its customers	5.4 Our Council's financial systems are reliable, efficient and effective	5.5 Our Council has in place appropriate risk management frameworks	5.6 Our Council's property portfolio is managed efficiently and effectively	5.7 We have a well informed and engaged community	5.8 Our Council's activities work to achieve the Community's Vision and aspirations
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		●														
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Links between CSP's Key Goals and the NSW State Plan and Regional Plan (continued)

		COMMUNITY					CHOICE			CHARACTER		
		1.1 We build on and strengthen our community cultural life and heritage	1.2 We are an inclusive region with access to opportunities and community support services by those who need them most	1.3 We are a safe community	1.4 We are a learning community	1.5 We have an active and healthy lifestyle	2.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages	2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	2.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management	3.1 We consider the environmental impacts of future development	3.2 Our region's urban landscapes of our region are well managed and maintained promoting community pride	3.3 Our natural landscapes and water resources are sustainably managed
A Connected and Prosperous Economy	Direction 1 Leverage access to the global gateway of Canberra Airport											
	Direction 2 Enhance tourism and export opportunities through the Port of Eden	●	●									
	Direction 3 Develop the Snowy Mountains into Australia's premier year round alpine destination											
	Direction 4 Leverage growth opportunities from Western Sydney											
	Direction 5 Promote agricultural innovation, sustainability and value-added opportunities									●		
	Direction 6 Position the region as a hub of renewable energy excellence									●		
	Direction 7 Grow the South Coast's aquaculture industry											
	Direction 8 Protect important agricultural land									●		
	Direction 9 Grow tourism in the region							●				
	Direction 10 Strengthen economic self-determination of Aboriginal communities											
	Direction 11 Enhance strategic transport links to support economic growth											
	Direction 12 Promote business activities in urban centres						●		●			
	Direction 13 Manage the ongoing use of mineral resources											
A Diverse Environment Interconnected by Biodiversity Corridors	Direction 14 Protect important environmental assets									●		●
	Direction 15 Enhance biodiversity connections									●		●
	Direction 16 Protect the coast and increase resilience to natural hazards											
	Direction 17 Mitigate and adapt to climate change									●		●
	Direction 18 Secure water resources											●

		CONNECTION						CAPABILITY							
3.4 We actively promote and implement sound resource conservation and good environmental practice	3.5 We ensure the future planning of the region is well coordinated and provides for its sustain able management	4.1 Our transport infrastructure and networks are well planned and maintained	4.2 We plan for and provide access to potable water supplies for communities within our region	4.3 We plan and provide for the management of sewage, stormwater and recycled water within the communities of our region	4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	4.5 We plan for and provide regional facilities which promote better social connection and access for the community	4.6 We undertake planning to ensure infrastructure is prepared for future growth	5.1 Our Council is highly professional in delivering services to the community	5.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community	5.3 Our Council has in place systems to provide quality services to its customers	5.4 Our Council's financial systems are reliable, efficient and effective	5.5 Our Council has in place appropriate risk management frameworks	5.6 Our Council's property portfolio is managed efficiently and effectively	5.7 We have a well informed and engaged community	5.8 Our Council's activities work to achieve the Community's Vision and aspirations
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Links between CSP's Key Goals and the NSW State Plan and Regional Plan (continued)

		COMMUNITY					CHOICE			CHARACTER		
		1.1 We build on and strengthen our community cultural life and heritage	1.2 We are an inclusive region with access to opportunities and community support services by those who need them most	1.3 We are a safe community	1.4 We are a learning community	1.5 We have an active and healthy lifestyle	2.1 We will continue the ongoing revitalisation of the Queanbeyan CBD, suburban centres and rural villages	2.2 We will promote Queanbeyan-Palerang's identity and the growth of our economy, including tourism, as a destination of choice	2.3 Our local businesses meet required standards and are environmentally sound ensuring quality services and high level risk management	3.1 We consider the environmental impacts of future development	3.2 Our region's urban l andscapes of our region are well managed and maintained promoting community pride	3.3 Our natural landscapes and water resources are sustainably managed
Healthy and Connected Communities	Direction 19 Strengthen cross-border connectivity											
	Direction 20 Enhance access to goods and services by improving transport connections											
	Direction 21 Increase access to health and education services				●	●						
	Direction 22 Build socially inclusive, safe and healthy communities	●	●	●								
	Direction 23 Protect the region's heritage	●										
Regional Goal Build communities that are strong, healthy and well connected	Direction 24 Deliver greater housing supply and choice											
	Direction 25 Focus housing growth in locations that maximize infrastructure and services											
	Direction 26 Coordinate infrastructure and water supply in a cross-border setting											
	Direction 27 Deliver more opportunities for affordable housing											
	Direction 28 Manage rural lifestyles									●		

		CONNECTION						CAPABILITY							
3.4 We actively promote and implement sound resource conservation and good environmental practice	3.5 We ensure the future planning of the region is well coordinated and provides for its sustain able management	4.1 Our transport infrastructure and networks are well planned and maintained	4.2 We plan for and provide access to potable water supplies for communities within our region	4.3 We plan and provide for the management of sewage, stormwater and recycled water within the communities of our region	4.4 We actively promote and implement sound resource conservation and good environmental practice for our waste management systems	4.5 We plan for and provide regional facilities which promote better social connection and access for the community	4.6 We undertake planning to ensure infrastructure is prepared for future growth	5.1 Our Council is highly professional in delivering services to the community	5.2 Our Council is efficient, innovative and actively seeking partnerships to deliver outcomes to the community	5.3 Our Council has in place systems to provide quality services to its customers	5.4 Our Council's financial systems are reliable, efficient and effective	5.5 Our Council has in place appropriate risk management frameworks	5.6 Our Council's property portfolio is managed efficiently and effectively	5.7 We have a well informed and engaged community	5.8 Our Council's activities work to achieve the Community's Vision and aspirations
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						●									●

APPENDIX 4

COUNCIL PLANS AND POLICIES

COMMUNITY

Strategy
- Active Ageing Strategy 2014 – 17
- Queanbeyan Community Safety Strategy (Nov 2011)

Plans
- Crime Prevention Plan 2013-2015
- Cultural Plan 2011-2013
- Queanbeyan Cultural Plan 2014-2017
- Disability Inclusion Access Plan 2017-21
- Reconciliation Action Plan 2014-2016 (June 2014)
- Parks Plan of Management (May 2015)
- General Community Use Plan of Management (May 2010)
- Natural Areas Plan of Management (May 2010)
- Plan of Management Jerrabomberra Community Centre & Youth Facilities (December 2014)

CHOICE

Strategy
- Queanbeyan Residential and Economic Strategy (2006-2031) November 2006
- Queanbeyan CBD Transformation Strategy (2017)

Plans
- CBD Master Plan (Oct 2009)
- CBD Upgrade Plan 2003
- Economic Development Plan (Tallaganda Shire)
- QPRC Tourism Plan

Policies
- Outdoor Dining Policy (26 May 2010)
- Queanbeyan Economic Development Strategic Group Code of Operation (14 Oct 2015)
- Queanbeyan Economic Development Strategic Group Policy (14 October 2015)
- Street Banners and Street Sails Policy (15

CHARACTER

Strategy
- Waste and Resource Recovery Strategy 2013-2023
- Bungendore Heritage Conservation Planning Strategy

Plans
- Climate Change Action Plan 2013 -17
- South Jerrabomberra Structure Plan (June 2014)
- Queanbeyan Strategic Land Use Plan (May 2012)
- Queanbeyan Residential and Economic Strategy 2015 – 2031 (July 2016)
- S64 Development Servicing Plan - Palerang Sewerage (May 2011)
- S64 Development Servicing Plan - Palerang Water Supply (May 2011)
- Palerang Section 94A Development Contribution Plan (December 2015)
- Cooma-Monaro Section 94 Contributions Plan (Roads & Open Space)
- Gunning Section 94 Contributions Plan for Provision of Public Amenities and Services
- Mulwaree Section 94 Development Contributions Plan 2003-2008
- Palerang Section 94 Plan No.10 - Provision of Kings Highway Culverts at South Bungendore
- Palerang Section 94 Plan No.11 - Off-Street Carparking at Bungendore
- Palerang Section 94 Plan No.8 - Provision of Pathway Network at Bungendore
- Palerang Section 94 Plan No.9 - Street Upgrading at Bungendore
- Tallaganda s.94 Contributions Plan No.3 - Roadworks
- Queanbeyan Local Environmental Plan 2012
- Queanbeyan Local Environmental Plan (Poplars) 2013
- Queanbeyan Local Environmental Plan (South Tralee) 2012
- Yarrowlumla Local Environmental Plan 2002
- Queanbeyan Local Environmental Plan 1998
- Queanbeyan Local Environmental Plan 1991
- Palerang Local Environmental Plan 2014
- Queanbeyan Development Control Plan 2012 (December 2012)
- Googong Development Control Plan (November 2014)
- South Jerrabomberra Development Control Plan (February 2015)
- Palerang Development Control Plan (May 2015)
- Plan of Management Jerrabomberra Creek (June 2006)
- Plan of Management Mount Jerrabomberra (March 2004)
- Plan of Management Queanbeyan River Riparian Corridor Strategy (March 2012)
- Conservation Management Plan for Royalla Stage 5 Cooke Drive Googong
- Tallaganda Section 94 Plan No.4 - Bush Fire Control and Suppression
- Yarrowlumla Council section 94 Contribution Plan (No. 2) for Provision of Access Roads
- Yarrowlumla Section 94 Plan No.1 - Bungendore
- Yarrowlumla Section 94 Plan No.3 - Provision of Community Facilities
- Googong Urban Development Planning Agreement (January 2012)
- Queanbeyan City Council Section 94 Contributions Plan (Googong) 2015
- Queanbeyan City Section 94 Contributions Plan
- Queanbeyan Extractive Industry 2014
- Draft Bungendore Village Town Centre Concept Plan (August 2009)
- Rural Communities Impact Statement
- Rural Communities Impact Statement - State heritage listing of Braidwood
- Bungendore Land Use Strategy and Structure Plan
- Bungendore Floodplain Risk Management Plan 2014

CONNECTION

Plans
- Asset Management Plan 2013 (adopted 27 June 2013) (last updated 11 September 2013)
- Queanbeyan Pedestrian & Mobility Plan (PAMP) May 2010

Policies
- Access Charges – Fire Fighting Policy (March 2009)
- Asset Disposal Policy (28 Jan 2009)
- Asset Management Policy (26 May 2010)
- Backflow and Cross Connection Policy (26 May 2010)
- Bus Stops Policy (25 March 2009)
- Development Adjacent to Water, Sewer and Stormwater Mains Policy (23 June 2011)
- Footpath Maintenance Policy (28 January 2009)
- Plant and Vehicle Replacement Policy (25 May 2011)
- Playground Management Policy (22 October 2008)
- Private Works – Prepayment Policy (25 March 2009)
- Road Maintenance Policy (23 Nov 2011)
- Sewer Connections – Limit of council Responsibility Policy (25 March 2009)

CAPABILITY

Strategy
- Queanbeyan Tomorrow Community Vision
- Community Strategic Plan 2013-2023
- Community Strategic Plan 2014-2024 (27 June 2013)
- Resourcing Strategy
- Delivery Program 2013-17
- Delivery Program 2014-2017 (incl. Operational Plan)
- QPRC Property Strategy

Plans
- Operational Plan
- Governance Plan 2013-2017
- 10 Year Long Term Financial Plan (27 June 2013)
- Palerang Council Workforce Plan 2013-2016

Policies
- Access to Information held by Queanbeyan City Council Policy (28 July 2010)
- Annual Schools Donation for Prize Giving Ceremony (1 Nov 2006)
- Borrowings and Asset Financing (debt) Policy (25 Feb 2009)
- QPRC Code of Conduct
- QPRC Code of Meeting Practice
- Community Annual Report Policy (25 March 2009)
- Community Consultation and Engagement Policy (25 July 2012)
- Community Consultation and Participation Policy (3 Dec 2015)
- Community Meetings Policy (26 Sept 2012)
- Competitive Neutrality Policy (25 March 2009)

- Plan of Management Ray Morton Park (June 2013)
- Plan of Management Sportsgrounds (January 2016)
- Queanbeyan Bicycle Plan (May 2010) Parts 1- 6
- Palerang Section 94 Plan No.7 - Recreation Facilities at Bungendore

Policies
- Boundary Fences Adjoining Council Public Reserves Policy (26 May 2010)
- Child Protection Policy (15 December 2010)
- Library Collections Policy (23 February 2011)
- Library Services Policy (23 February 2011)

December 2010)
- Sustainable Events Management Policy (24 October 2012)
- Tourism Promotion – Assistance Policy

(25 March 2009)

Studies
- Queanbeyan Main Street Study (1993)
- Higher Buildings Study (2002

Policies
- Application Assessment Policy (14 September 2011)
- Archival Photographs – Heritage Building Policy (21 Jan 2004)
- Development Compliance Policy (27 July 2012)
- Enforcement of Environmental Controls on Building Sites (25 June 2014)
- Enforcement Policy (17 December 2008)
- Enforcement Policy (5 Feb 2015)
- Liquid Trade Waste Policy (25 March 2009)
- Local Order Policy – Display of Goods on Council Footpaths (25 March 2009)
- Local Orders Policy – Temporary Community Signs on Roadsides (14 October 2015)
- Local Orders Policy for the Keeping of Domestic Animals (13 June 2007)
- Loose Fill Asbestos Insulation – Rates Relief Policy (24 June 2015)
- Noxious Weeds Policy (26 May 2010)
- Principal Certifying Authority Inspection and Certification Service Policy (25 March 2009)
- Refunds and Outlays – Section 94 and/or Section 64 Contributions Policy (25 March 2009)
- Relocated Dwellings Policy (25 Mach 2009)
- Revolving Energy Reserve Policy (23 May 2012)
- Signs on Railway Land Policy (25 March 2009)
- March 2009)
- Street Names for New Subdivisions Policy (25
- Street Verge Maintenance Policy (27 April 2016)
- Sustainability Policy (27 July 2011))
- Sustainable Design for Council Buildings (24 July 2013)
- Water Restriction Policy (23 November 2011)
- Revolving Energy Reserve Policy (23 May 2012)
- Signs on Railway Land Policy (25 March 2009)
- March 2009)
- Street Names for New Subdivisions Policy (25
- Street Verge Maintenance Policy (27 April 2016)
- Sustainability Policy (27 July 2011))
- Sustainable Design for Council Buildings (24 July 2013)
- Water Restriction Policy (23 November 2011)
- Interim Bungendore Flood Policy

Study
- Braidwood Creeks Flood Study (Parts 1 & 2) (2005)
- Lake George Basin Groundwater Sustainability Investigation Bungendore (Sept 2005)
- Rural Communities Impact Statement – Proposed listing of the Town of Braidwood and its setting on the State Heritage Register (sept 2005)
- Water futures - sustainability and development reports
- Lake George Hydrogeological / Aquifer Sustainability Report
- Draft Palerang Rural Lands Study
- Biodiversity Study (July 2008)
- Heritage Study (July 2010)
- Community Heritage Study (November 2010)
- Bungendore Floodplain Risk Management Study 2014
- Captains Flat Flood Study 2013
- Bungendore Health Impact Assessment
- Bungendore Master Plan
- Bungendore Water Discussion Paper
- Heritage Study - Heritage Inventory (2 parts – April 2009)
- Heritage Study - Thematic History (2 parts – January 2008)

- Signs as Remote Supervisor Policy (22 October 2008)
- Stormwater Disposal – Rural Residential Land Policy (25 March 2009)
- Water Meter – Raised, Lowered or Relocated Policy (25 March 2009)
- QPRC Potable & Recycled Water Supply Policy
- Water Meter Size Reassessment (WNSR) Policy (23 September 2015)
- Water Meters and Water Supply Policy (28 October 2009)

Study
- Googong and Tralee Traffic Study 2031 Part 1, 2, 3 & 4 April 2010
- North Crestwood Traffic Study 4 Nov 2011
- Queanbeyan City Council TRACKS Model – South Jerrabomberra & Queanbeyan Traffic Analysis 2014 (June 2015)
- Bungendore Water Supply Discussion Paper (Jan 2006)

- QPRC Donations Policy
- Complaints Handling Policy (27 January 2010)
- Policy on Complaints Management (4 Nov 2010)
- Confidentiality of Tenders Policy (28 April 2012)
- Contact with the Media Policy (25 March 2009)
- Media Policy (6 Nov 2014)
- Corporate Sponsorship Policy (28 July 2010)
- Council Meetings Policy December/January (28 Nov 2012)
- Councillor and Staff Access to Information Policy (28 Jan 2009)
- Councillor and Staff Interaction Policy (28 Jan 2009)
- Councillor Development and Training Policy (28 Jan 2009)
- Councillor Invitations – Civic Functions Policy (25 March 2009)
- Councillors' Web Page Policy (14 December 2011)
- Criteria for Referral of Development Applications to Council (10 July 2013)
- Customer Service Charter (7 Feb 2013)
- Debt Recovery Policy (Rates & Charges) 22 May 2013
- Debt Recover Policy (3 December 2015)
- Doing Business with Council (4 Jan 2016)
- Drug and Alcohol Policy (22 May 2013)
- DVA Gold Card Holders Policy (22 April 2009)
- Electronic Issue of Rate Notices Policy (25 March 2009)
- Equal Employment Opportunity Policy (25 March 2009)
- QPRC Financial Strategy and Policy

APPENDIX 5

THE STRONGER COUNCILS FRAMEWORK

Since they were established in mid-May 2016, the newly established councils have been working hard on achieving the early steps in the Roadmap for Phase 1 of the reform and laying strong foundations to achieve the 10 Key Results of:

- Service continuity with smart service improvements
- Robust governance that delivers confidence to communities
- Easy to do business with, in person and on-line
- Engaged staff who understand their roles and how they contribute to the new council
- Involved communities who have their say
- Communities can readily identify with their new council
- A shared vision and direction for the whole community
- Rates maintained within existing patterns and resources used wisely to serve the entire council
- Expected benefits which are clear, measurable and on target
- A newly elected council working for the whole community

As part of this ongoing implementation of the amalgamation process the Department of Premier and Cabinet has been working with the newly merged councils to establish a Stronger Councils Framework which builds on the Key Result of 'Expected benefits which are clear, measurable and on target.'

The Framework is based on five characteristics and a shared vision for what it means to be a strong, vibrant council that delivers for its community (see Diagram opposite). These Characteristics are:

Strategic Capacity

Where the Council is a strong partner in the system of government, with strategic outlook, confidently representing and progressing matters of local and regional significance.

Outstanding service provision

Where residents and businesses have an efficient, convenient and satisfying experience when using council services, information and infrastructure.

Robust community relationships

Where residents and businesses have a voice in the vision for their community and there is meaningful, open dialogue between the council and community on solving local issues.

Strong Performance

Where the council is a robust, flexible and capable organisation that delivers on the needs of the community.

Sound Organisational Health

Where Council staff, leadership and culture directly contribute to the council's success and to positive, customer-centric culture and delivery.

The Department of Premier & Cabinet believe the characteristics are an important tool, because they provide the basis for councils to shape and measure their performance, and openly engage in ongoing dialogue with staff, stakeholders and communities about the role councils play, the services they deliver and how they deliver them. The Stronger Councils Framework is intended to focus investment in activities that will transform the way councils are seen by their customers, through the delivery of real benefits to their communities.

A series of workshops were held around the State in August 2016 to workshop the development of the Framework and in particular to identify the local benefits as well as performance measures and indicators. QPRC developed measures specific to this Council and forwarded these to the DP&C. Council is using this framework to assist in tracking its performance.

APPENDIX 6

GLOSSARY OF TERMS

COMMUNITY ENGAGEMENT REPORT

The Community Engagement Report provides a summary of the information and data gathered during the community engagement process for the development of this Community Strategic Plan. The Report summarises and analyses the information received by the Council which forms basis for the Queanbeyan-Palerang community's vision and long term aspirations.

END OF TERM REPORT

The End of Term Report is designed to report on the progress by all stakeholders in achieving the community's vision, goals and outcomes as set out in the Queanbeyan-Palerang Community Strategic Plan. This Report is produced at the end of a Council's four year term. Queanbeyan-Palerang's first End of Term Report will be produced in 2020 and only cover a three year period.

GOALS

Goals generally give focus to stakeholders by highlighting a direction to work towards and providing measurable milestones. Goals are vital for formulating successful strategies and plans and identifying aims

COMMUNITY SATISFACTION SURVEY

The Community Satisfaction Survey is a statistically valid random telephone survey undertaken from a representative sample from across the Queanbeyan-Palerang Community once every two years.

IP&R FRAMEWORK

The Integrated Planning and Reporting framework is a set of guidelines that outline Council's statutory requirements to ensure a more sustainable and transparent Local Government Sector. The Framework is designed to improve local government's community, financial and asset planning and it includes long, medium and short term plans that set the direction for Council's service delivery based on the community's vision and priorities. In accordance with the Local Government Act, all local councils are required to develop a set of strategies, plans and reports that are developed and endorsed by the Council. The peak planning document within the IP&R Framework is the Community Strategic Plan. This plan is a community focussed document which sets out the community's vision along with its long term aspirations. The Council must take the Community Strategic Plan into consideration as it develops its response to where the community wishes to head.
Appendices

KEY STRATEGIES

A key strategy is a plan, method or series of actions the community has identified for achieving a specific goal or outcome.

OUTCOMES

An outcome defines what the successful achievement of a goal should look like, it is what the community would like to see as the result of implementing plans and strategies.

QUADRUPLE BOTTOM LINE

The Queanbeyan-Palerang Community Strategic Plan addresses four key elements that include social, economic, environmental and civil leadership. This is known as the quadruple bottom line and aims to ensure that strategies and plans are drawn up using a broad and balanced view towards issues within a local government area. Within this Community Strategic Plan the quadruple bottom line is grouped into four Strategic Pillars consisting of Community, Choice, Character and Capability. After undertaking community engagement it became clear that the community had identified the need for an additional Strategic Pillar based around the issue of 'Connection'. This deals with the importance of access via the transport network as well as access to services and facilities.

SOCIAL JUSTICE PRINCIPLES

The Social Justice Principles ensure social considerations such as equity, access, participation and rights are taken into account when engaging the community. Social Justice Principles are based on eliminating inequity and promoting inclusiveness of diversity.

STAKEHOLDER

An individual, business or organisation that is impacted by or has an impact on Queanbeyan-Palerang and the Community Strategic Plan.

STRATEGIC DIRECTION

A Strategic Direction provides a summary of where the community wants to head in the long term.

STRATEGIC PILLAR

Queanbeyan-Palerang's Community Strategic Plan is structured around five Strategic Pillars of Community, Choice, Character, Connection and Capability. This allows the Community Strategic Plan to be structured around the IP&R quadruple bottom line requirements as well as addresses the community's wish to have key infrastructure issues addressed which relate to 'connection' in respect of roads and access to services.

QPRC

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